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NASPE
National Association of State Personnel Executives

STATE PERSONNEL OFFICE: ROLES AND FUNCTIONS
Second Edition

The Council of State Governments
CSG

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Second Edition

by
THE NATIONAL ASSOCIATION OF STATE PERSONNEL EXECUTIVES
and
THE COUNCIL OF STATE GOVERNMENTS

National Association of State Personnel Executives

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Foreword

The Council of State Governments is pleased to release this update of the State Personnel Office: Roles and Functions survey which looks at the state personnel office's role in government as the principal managers of the states' workforces. The information in this publication was prepared by the National Association of State Personnel Executives as part of its efforts to achieve more effective understanding and implementation of the personnel functions in state government with greater economy and efficiency.

New substantive information is presented in this second edition including: the growing functions of human resource management in the states; personnel budgets and staffing patterns; expanded coverage of employee benefits administration; and, information on turnover and downsizing initiatives.

The content contained in this publication assist states in implementing proposed managerial changes, suggest ways to prevent unnecessary duplication of actions, and provide guidance on how to reduce the costs of development of similar systems or procedures. As the states continue to grapple with budgetary crises, the information contained in this updated edition also should be a valuable source of information upon which to base cutback decisions relating to the states' workforces.

CSG is pleased to provide this text as part of our commitment to improving state government. I hope you find it educational and useful.

Daniel Sprague
Executive Director
The Council of State Governments

Acknowledgments

This publication would not have been possible without the members of the National Association of State Personnel Executives and their staffs for providing the data contained in this book. Special thanks go to Dick Robertson, State Classification Officer in the Texas Auditor's Department, for his dedication to this publication. His active interest in developing new, more detailed questions, his diligence in checking the tables for accuracy and consistency, and his commitment to producing a publication that would be timely and useful for comparative purposes has resulted in a truly impressive publication.

Introduction

A thorough understanding of the structure and function of any operation is essential to efficient administration. The availability of complete information aids lawmakers and executives in performing their duties.

The second edition of this book, describing the role and function of the state personnel office, provides a more comprehensive overview of the complex responsibilities in the administration of personnel/human resource management (HRM) policies and procedures.

A fifteen page survey was sent in April 1991 to each states' personnel executive, the person primarily responsible for the day-to-day operation of HRM functions. The questions contained in the 1991 survey were more comprehensive than those in the first edition, published in 1987; however, they still only scratch the surface of the complexity of the challenges faced by state personnel executives. Their jobs involve the design and implementation of systems that provide for human resource planning, recruitment, selection, classification, compensation, performance evaluation, promotion, labor/management relations, training, wellness, employee assistance and counseling. Although there are many similarities from one state to another, this book confirms the many differences which are based on state philosophy, funding, history and environment.

The survey instrument was designed by NASPE staff, Sharon Hirsch, a staff director with The Council of State Governments and its executive committee members led by Dick Robertson, State Classification Officer for the Texas State Auditor's Office. Responses were received from the 50 states and Puerto Rico. California sent responses from the administrative arm of its personnel function, as well as from the civil service system. NASPE staff members Kelly Motley and Roger Batsel compiled the information for the tables and Linda Dickinson, a desktop publishing specialist with the Council of State Governments, designed the format.

The book includes tables that provide the primary analysis of the questions. In addition, brief summary descriptions denote general trends in each area of personnel administration. ▶

Chapter 1
Office of the State Personnel Executive

The office of the state personnel executive varies according to the method of selection, placement in state government and primary responsibilities. Table 1 contains the name of the state personnel executive's agency, which helps to clarify if it is a separate agency or part of a larger administrative agency. Table 2 contains information on the method of selection, placement and structure of the personnel office. Table 3 provides a list of the salary for each state personnel executive, the current length of service and the qualification requirements.

Table 1
Name of State Personnel Executive's Agency

Table 2
The Office of State Personnel Executive: Selection, Placement and Structure

Table 3
1991 Personnel Executives: Salary, Length of Service, Qualifications

The State Personnel Executive

Thirty personnel executives are appointed by their governors, nine are appointed by a department head and six are appointed by a personnel board. New Hampshire's personnel executive is appointed by the governor and executive council. The Arkansas executive is selected by the Director of Finance and Administration and confirmed by the governor. In Montana a division administrator must compete for the position through the customary application/interview process.

Twenty-one states have a separate personnel agency, while the remaining states' personnel offices are part of a larger agency. Texas has a decentralized personnel system with central functions performed in more than one agency.

Table 3 indicates state personnel executives' annual salary, length of service and qualifications. The highest salary, $98,000, is found in Florida's Department of Administration. In 1987 the highest salary was $78,209 in the California Department of Personnel Administration. The lowest salary was reported in Vermont, where the salary is currently $41,695 for the Commissioner of the Department of Personnel. In 1987 the lowest reported salary was in North Dakota, where the range began at $32,052 for the director of the Central Personnel Division of the Office of Management and Budget. The 49 states and one territory responding to this question collectively spend $3,233,948 in salaries to chief executives of personnel management systems, making the average salary $63,410.75. (The lowest salary was used for those states providing a range. Texas is not included in these figures.) Table 2 also indicates the current length of service. Since this survey was conducted in 1991, soon after 36 states had held gubernatorial elections the previous fall, 21 states have personnel executives who have served in that position for less than one year. Personnel executives in 11 states have served five years or more. The average length of service is 4.9 years. ▶

• Table 1•
Name of State Personnel Executive's Agency

Alabama	- State Personnel Department
Alaska	- Division of Personnel
Arizona	- Department of Administration, Personnel Division
Arkansas	- State Office of Personnel Management
California	- Department of Personnel Administration [DPA]
	- State Personnel Board [SPB]
Colorado	- Department of Personnel
Connecticut	- Department of Administrative Services/State Personnel Division
Delaware	- Office of State Personnel
Florida	- Department of Administration
Georgia	- State Merit System of Personnel Administration
Hawaii	- Department of Personnel Services
Idaho	- Department of Administration
Illinois	- Department of Central Management Services
Indiana	- State Personnel Department
Iowa	- Department of Personnel
Kansas	- Division of Personnel Services
Kentucky	- Department of Personnel
Louisiana	- Department of Civil Service
Maine	- Bureau of Human Resources
Maryland	- Department of Personnel
Massachusetts	- Department of Personnel Administration
Michigan	- Department of Civil Service
Minnesota	- Department of Employee Relations
Mississippi	- State Personnel Board
Missouri	- Division of Personnel, Office of Administration
Montana	- State Personnel Division
Nebraska	- Department of Personnel
Nevada	- Department of Personnel
New Hampshire	- Division of Personnel
New Jersey	- Department of Personnel
New Mexico	- State Personnel Office
New York	- State Department of Civil Service
North Carolina	- Office of State Personnel
North Dakota	- Central Personnel Division
Ohio	- Department of Administrative Services, Division of State Personnel
Oklahoma	- Office of Personnel Management
Oregon	- Personnel and Labor Relations Division
Pennsylvania	- Office of Administration
Rhode Island	- Office of Personnel Administration, Department of Administration
South Carolina	- Division of Human Resource Management
South Dakota	- Bureau of Personnel
Tennessee	- Department of Personnel
Utah	- Department of Human Resource Management
Vermont	- Department of Personnel
Virginia	- Department of Personnel and Training
Washington	- Department of Personnel
West Virginia	- Division of Personnel
Wisconsin	- Department of Employment Relations
Wyoming	- Division of Personnel
Puerto Rico	- Central Office of Personnel Administration

• TABLE 2 •
THE OFFICE OF STATE PERSONNEL EXECUTIVE: SELECTION, PLACEMENT AND STRUCTURE

	Method of Selection	Reports to Governor	Reports to Personnel Board	Other	Directs Departmental Employees ◆	Legal Basis for Personnel Department	Separate Agency	Part of a Larger Agency
Alabama	B	-	•	-	•	C,S	•	-
Alaska	D	-	-	*(a)	-	S	•	-
Arizona	D	-	-	*(ff)	•	S	-	*(p)
Arkansas	D,G(b)	-	-	*(c)	•	S	-	*(d)
California	G(e)	•	-	-	*(f)	S	•	-
California**	B	-	•	-	*(a17)	C	•	*(a18)
Colorado	G	•	-	-	•	C,S	•	-
Connecticut	G	-	-	*(g)	•	S	-	*(h)
Delaware	G	•	-	-	•	S	•	-
Florida	G	•	-	-	*(i)	S	•	-
Georgia	G(j)	•	-	-	•	C,S	•	-
Hawaii	G(a17)	•	-	-	•	S	•	-
Idaho	B	-	•	-	•	S	-	*(k)
Illinois	G	•	-	-	•	S	-	*(l)
Indiana	G	•	-	-	NA	S	•	-
Iowa	G(m)	•	-	-	•	S	•	-
Kansas	D(n)	-	-	*(o)	•	S	-	*(p)
Kentucky	G	-	-	*(q)	•	S	•	-
Louisiana	(r)	-	-	*(s)	•	C	-	•
Maine	D(t)	-	-	*(u)	*(v)	S	-	*(w)
Maryland	G	•	-	-	•	S	•	-
Massachusetts	G(x)	-	-	*(y)	•	S	•	-
Michigan	B(z)	-	•	-	•	C	*(aa)	-
Minnesota	G	•	-	-	•	S	•	-
Mississippi	B	-	•	-	•	S	•	-
Missouri	G(bb)	-	-	*(cc)	-	C,S	-	*(dd)
Montana	(ee)	-	-	*(ff)	•	S	-	*(gg)
Nebraska	G(hh)	•	-	-	•	S	•	-
Nevada	G	•	-	-	•	S	•	-
New Hampshire	(ii)	-	-	(jj)	*(kk)	S	-	*(ll)
New Jersey	G(mm)	•	-	-	•	S	•	-
New Mexico	B(nn)	•	•	-	•	S	•	-
New York	G	•	-	-	•	C,S	*(oo)	-
North Carolina	G	•	•	-	•	S	•	-
North Dakota	D	-	-	*(pp)	•	S	-	*(qq)
Ohio	G	-	-	*(rr)	•	S	-	*(ss)
Oklahoma	G	•	-	-	•	S	•	-
Oregon	D(tt)	-	-	*(uu)	•	S	-	*(vv)
Pennsylvania	G	-	-	*(ww)	•	E	-	*(xx)
Rhode Island	D	-	-	*(a13)	•	S,C	-	*(a14)
South Carolina	(yy)	-	-	*(zz)	•	S	-	*(a1)
South Dakota	G	•	-	-	-	S	-	*(a2)
Tennessee	G	•	-	-	•	S	•	-
Texas	———			(a3)				———
Utah	G(a4)	•	-	*(a5)	*(a6)	S	•	-
Vermont	G	-	-	*(a15)	•	S	-	*(a16)
Virginia	G	-	-	*(a7)	•	S	•	-
Washington	G	-	•	-	•	S	•	-
West Virginia	D(a8)	-	-	*(a9)	•	C,E	-	*(a10)
Wisconsin	G	•	-	-	•	S	•	-
Wyoming	D	-	-	*(a11)	-	S	-	•
Puerto Rico	G	•	-	-	•	S	•	-
TOTALS	-	23	8	21	46	-	30	22

California ** - State Personnel Board

◆ States interpreted this question differently. Some reported on directing employees in their own agency and others reported on directing employees of other agencies. Contact the state where there is a question.

KEY: ***B** = Appointment by personnel board*
***D** = Appointment by department head*
***G** = Appointment by governor*
***C** = Constitutional*
***S** = Statutory*
***E** = Executive Order*

Table 2 - Footnotes:

(a) Commission of Department of Administration.
(b) Dual appointment. Individual is selected by the department head and confirmed by the Governor.
(c) Department head (Finance and Administration) and Governor.
(d) Finance and Administration; Part of a Larger Agency.
(e) Statute provides that "with the consent of the Senate, the Governor shall appoint, to serve at his pleasure..."
(f) Only those employees in the DPA.
(g) Commissioner of Administrative Services
(h) Part of the Department of Administrative Services.
(i) Employees of the Department of Administration only.
(j) Salary set by Governor.
(k) In the Department of Administration for organizational purposes only.
(l) Department of Central Management Services, Bureau of Personnel
(m) Must be confirmed every four years by 60% of the Senate.
(n) Appointed by the Secretary of Administration who is a Cabinet level official.
(o) Secretary of Administration
(p) Part of the Department of Administration.
(q) Secretary of the Governor's Executive Cabinet
(r) Classified state employee, not an appointed position.
(s) Board of Commissioners
(t) Following a consultation with the Policy Review Board (an eight-member advisory board to the Bureau of Human Resources comprised of 5 Commissioners of other state Departments, a representative from the Governor's office, and 2 private sector members.
(u) Commissioner, Department of Administration
(v) The State Personnel Executive is the Director of the Bureau of Human Resources.
(w) The Bureau of Human Resources is responsible for administration of the state Civil Service system and the Bureau is part of the Department of Administration.
(x) Four-year appointments, effective July 1.
(y) Secretary of Administration and Finance
(z) Civil Service Commission appointed by Governor for eight year terms. No more than two can be members of the same political party. Executive is appointed after competitive exam.
(aa) The Department of Civil Service is a separate department.
(bb) Five candidates are recommended by the personnel board and then appointed by the Governor a four-year term with consent of the Senate.
(cc) Reports to the department head on most issues and to the personnel board on some issues.
(dd) Part of the Office of Administration.
(ee) A division administrator who must compete for the position through the customary application/interview process.
(ff) Reports to a department director who is appointed by the governor.
(gg) Part of the Department of Administration.
(hh) Subject to confirmation by Legislation.
(ii) Appointed by the Governor and Executive Council.
(jj) Reports to the Commissioner of Administrative Services who then reports to the executive council.
(kk) Only in some areas does the executive direct employees.
(ll) Administratively attached to a department.
(mm) All Cabinet Officers are appointed by the Governor.
(nn) Appointed by the State Personnel Board with concurrence of the Governor.
(oo) NYS Department of Civil Service.
(pp) Reports to the director of the Office of Management and Budget.
(qq) It is a division of the Office of Management and Budget.
(rr) Reports to the Director of Administrative Services.
(ss) A division of the Department of Administrative Services.
(tt) Appointed by the Director of the Executive department with the approval of the Governor.
(uu) Reports to the Director of the Executive Department.
(vv) A division within the Executive Department.
(ww) Reports to the Secretary of Administration.
(xx) Part of the Office of Administration.
(yy) Appointed by the the State Budget and Control Board which includes the following: the Governor, Comptroller General, State Treasurer, Chairman-House Ways and Means Committee and the Chairman- Senate Finance.
(zz) Reports to the Executive Director of the Budget and Control Board.
(a1) A division of the Budget and Control Board.
(a2) Separate Cabinet level department.
(a3) Texas does not have a central jurisdiction.
(a4) Appointed by the Governor with the consent of the Senate.
(a5) Reports to the Executive Committee along with the Governor.
(a6) Directors in the Department of Human Resource Management.
(a7) Reports to the Secretary of Administration.
(a8) Exempt employees are hired by Cabinet level Secretary of Administration.
(a9) Regulations approved by the Board, policies and day to day decisions by the Secretary of Administration.
(a10) One of the six major divisions within the Department of Administration.
(a11) Reports to the Cabinet level agency director.
(a12) Reports to Director, Department of Administration.
(a13) Reporting to Associate Director of Human Resources.
(a14) Within the Department of Administration.
(a15) Reports to Secretary, Agency of Administration.
(a16) With Agency of Administration.
(a17) Employees of the SPB only.
(a18) In the State and Consumer Services Agency for administrative purposes only.
(a19) Subject to confirmation by the state legislature.

• TABLE 3 •
1991 PERSONNEL EXECUTIVES: SALARY, LENGTH OF SERVICE, QUALIFICATIONS

	Current Annual Salary	Length of Service of Present Executive	Minimum Qualifications: Years of Experience Required for Appointment of Personnel Executives	Minimum Qualifications: Educational Requirements for Personnel Executives	Minimum Qualifications: Minimum Qualifications
Alabama	$93,525.12(a)	10	NR	NR	*
Alaska	$65,748	NEW	3	NR	NR
Arizona	$75,000	NEW	NR	NR	NR
Arkansas	$55,789	10	NR	NR	NR
California(b)	$95,052	3	NR	NR	*
California(c)	$78,588 - 86,640	4.5	NR	NR	*
Colorado	$75,000	NEW	NR	NR	*
Connecticut	$63,246-76,424	NEW	NR	NR	*
Delaware	$73,700	2.5	NR	NR	NR
Florida	$98,000	NEW	*	*	*
Georgia	$81,804	16	NR	NR	NR
Hawaii	$85,302	1	NR	NR	*
Idaho	$60,424	7	*	*	*
Illinois	$68,578	NEW	NR	NR	NR
Indiana	$65,000	NEW	NR	NR	NR
Iowa	$56,100-68,900	NEW	NR	NR	*
Kansas	$64,992	NEW	*	*	*
Kentucky	$67,700	7.25	*1	*2	*3
Louisiana	$66,000	9	*	*	*
Maine	$45,178-65,978(d)	3.5	NR	NR	*
Maryland	$90,205	4.5	NR	NR	*
Massachusetts	$57,830.76-73,156.20	8	*	NR	NR
Michigan	$81,912-93,772	3	*1	*2	NR
Minnesota	$50,000-67,500	NEW	NR	NR	*
Mississippi	$53,493.48-67,978.20	NEW	5	*	NR
Missouri	$55,512	4	NR	NR	*
Montana	$40,406-61,283 (e)	5	*	*	*
Nebraska	$59,040	NEW	*	*	NR
Nevada	$56,910(f)	4	*1	*2	*3
New Hampshire	$49,232-63,430	4	NR	NR	NR
New Jersey	$95,000	NEW	*	*	*
New Mexico	$50,000	NEW	NR	NR	NR
New York	$87,338	1.16	NR	NR	NR
North Carolina	$75,252	6	NR	NR	NR
North Dakota	$46,596(g)	NEW	5	*	NR
Ohio	$57,990.40 (h)	NEW	NR	NR	NR
Oklahoma	$56,400	NEW	NR	NR	NR
Oregon	$62,208	4	*1	*2	*3
Pennsylvania	$64,500	9	*1	NR	*2
Rhode Island	$50,206-57,170	NEW	NR	*1	*2
South Carolina	$77,176	6	6	NR	NR
South Dakota	$58,115	2	*	NR	*
Tennessee	$64,708	3	NR	NR	NR
Texas	(i)				
Utah	$55,100-74,500	NEW	*	NR	NR
Vermont	$41,695	NEW	NR	NR	NR
Virginia	$59,885-92,824	1.5	NR	NR	NR
Washington	$65,928-84,396	1.5	*	*	*
West Virginia	$38,900-63,300	2	10	*	*
Wisconsin	$71,000	NEW	*	*	*
Wyoming	$56,889	4	*1	*2	NR
Puerto Rico	$60,000	5	*1	*1	*1

KEY: ***NR** = No requirement*
***NEW** = Length of service less than one year*

Table 3 - Footnotes:

(a) $3,896.88 bi-monthly
(b) California Department of Personnel Administration
(c) California State Personnel Board
(d) $45,178 (minimum) - $65,978 (maximum), 9 steps
(e) The annual base salary for state personnel executive is grade 20, Career Executive Assignment. The salary range is $40,406 - 61,283 with the current incumbent's salary slightly below the midpoint.
(f) $56,910 (Employer/Employee Paid Retirement/$51,972 (Employer Paid Retirement)
(g) Current range is $34,004 - $53,088.
(h) Salary range is $41,433.60 to $61,193.60 and employee may be placed anywhere within the range. Present Deputy Director's salary is $57,990.40.
(i) Texas has a decentralized personnel system.

*** In reference to the minimum qualifications required for personnel executives**

Alabama	Executive must be over 25 years of age, of recognized character and ability and a bona fide resident and voter for no less than ten years.
California	[DPA] Statute provides that "The director shall be appointed wholly on the basis of training, demonstrated ability, experience, and leadership in personnel administration and labor relations." [SPB] Permanent civil service status and extensive managerial and program administration experience.
Colorado	CRS 24-50 -102 "...The state personnel director shall be qualified by education and experience in the fields of public or private personnel administrations or industrial relations and shall be of known sympathy with the merit principles."
Connecticut	Requires Human Resource background, unclassified position.
Florida	Flexible.
Hawaii	Must be a citizen and must have been a resident of Hawaii for at least one year preceding appointment.
Idaho	Idaho law provides "A personnel director shall be appointed by the commission from a register of eligibles established from an unassembled examination, who shall be experienced in personnel administration.."
Iowa	"Shall be professionally qualified by education and experience in the field of public personnel administration, including the application of merit principles in public employment, and the appointment shall be without regard to political affiliation."
Kansas	The position of Director is unclassified. Requirements are determined by the Secretary of Administration.
Kentucky	"1 At least five years in personnel administration or a related field. "2 A graduate of an accredited college or university. "3 Additional education may be substituted for the required experience and additional experience may be substituted for the required education.
Louisiana	Three years of professional level experience in personnel administration including responsibility for such functions as planning, staffing, budgeting, and organization.
Maine	Must be qualified by experience and education in the administration of personnel and human resource management systems.
Maryland	The Secretary shall be experienced in matters of personnel and employee relations, and he shall be responsible for carrying out the Governor's policies in these areas.
Massachusetts	At least six years of full-time experience in business or public administration, five of which must have been in a managerial capacity.
Michigan	"1 Two years experience as a Director of a Division. "2 Possession of a Bachelor's Degree.
Minnesota	"Knowledgeable in executive personnel management and shall have background in labor relations."
Mississippi	Masters in Personnel Management or Business Administration or the equivalent.
Missouri	"Experienced in the principles and methods of personnel administration," and, "familiar with and in sympathy with," merit principles.
Montana	The minimum qualifications include extensive management, legislative, and budgeting experience.
Nebraska	At least 5 years of progressive experience in development of personnel programs and a graduate of an accredited 4 year college or university.
Nevada	"1 Determined by the Personnel Commission. "2 Accredited 4 year College or University degree or equivalent combination of experience in personnel administration and education (2 years experience equals 1 year education). "3 Cannot engage in any other gainful employment or occupation while employed as Director.
New Jersey	As determined by the Governor.
North Dakota	Bachelors degree in Personnel Management, Business Administration, or Public Administration or a Bachelor's degree in another field plus 7 years experience.

Footnotes - Table 3 continued

Oregon	*1 Four or more years of management experience in a public or private organization which includes development of rules, policies, goals, plans, program evaluation, and budget preparation. *2 Graduate level course work is preferred. *3 Experience as an agency administrator or director of a large Human Resource/Personnel Program.
Pennsylvania	*1 Five years of Personnel Management. *2 Determined by Appointing Authority (Governor).
Rhode Island	*1 Graduation from a college of recognized standing with a bachelor's degree in public or business administration. *2 Employment in a highly responsible administrative position in the field of public administration including the responsibility for directing a public personnel program under a merit system or employed in a highly responsible capacity in directing a board technical area of public administration in a central merit system agency.
South Dakota	No person shall be appointed as Personnel Commissioner who has less than 4 years of administrative experience, at least 2 of which shall be in Personnel Management.
Utah	Experience in Personnel Management and shall be accountable to the Governor for his performance in the office.
Washington	According to RCW 41.06.130, only persons with "substantial experience in the field of personnel management" are eligible for the position of Director of Personnel.
West Virginia	A four year degree and five years of public/private personnel experience administering major programs.
Wisconsin	Requirements for position determined by Governor.
Wyoming	*1 Five years in personnel management at a supervisory level. *2 Bachelor's degree in business, public administration, personnel or related field.
Puerto Rico	*1 The personnel Act establishes that the Director shall be a person of reputed knowledge and experience in the field of personnel administration.

Chapter 2
Functions of State Personnel Administration

Table 4A - 4E
State Personnel Administration: Functions

Table 4F
Personnel Functions Contracted to Private Sector

Table 5
Personnel Functions Handled Through a Centralized Computer System: Hardware and Software

Table 6
Personnel Functions Handled Through a Centralized Computer System: Automation of Personnel Administration

The functions of state personnel administration are growing. They range from the classic personnel functions of classification, compensation, recruitment and selection to recently added functions such as employee health and wellness programs, employee assistance programs, incentive and productivity systems, and administering child care programs. Most of the new functions reflect the growing demands on the workplace to help employees manage their work and family lives. In tables 4A through 4E, states were asked to identify which of the listed functions were performed in a central personnel agency, another centralized agency or if those functions were decentralized. The precise definitions for each of the listed functions varies from state to state. The following is a brief description of what those might encompass:

Definition of terms:

Administers Merit Tests - administers the testing process for merit system jobs.

Establishes Qualifications - sets minimum standards of education, experience, knowledge, skills and abilities for the various classes and positions available.

Provides HRIS - administers an automated human resource management information system (HRIS)

Human Resource Planning - projects future needs of the state in terms of numbers of employees, types of employees, demographics, training, and competitive posture of the state based on compensation, benefits, and trends in human resource management.

Classification - grouping all positions with similar duties, authorities, qualification requirements and levels of responsibility.

Compensation - pay program that ensures internally equitable and externally competitive salaries for state government jobs.

Recruitment - establishing procedures for announcing state job opportunities to state agencies, minority organizations and universities so that a broad exposure is provided; reviewing applications on file that were received within a specified time frame. Additional efforts may be necessary to insure an adequate pool of applicants are available for the position.

Selection - establishing the criteria or basis for employment. Insuring that an applicant has achieved minimum training and experience requirements and that no extraneous factors, such as race, sex, religion, age, color, creed, marital status, physical handicaps, national origin or political opinions or affiliations are considered as a basis of employment. Additional criteria should be considered that may include appearance, personality, voice and speech, attitude, motivation, experience, education, job stability or overall suitability.

Performance Evaluation - defining expected standards of performance and completing critiques of employees on the basis of goals and objectives set by the employee and the supervisor.

Position Audits - audits to determine if the duties and responsibilities of an individual position coincide with the standard job description (classification) to which the position is assigned.

Employee Promotion - procedures for changing an employee from one class of work to a different class of work at a higher pay grade.

Employee Assistance and Counseling - programs that offer free, confidential and professional counseling for employees with unresolved problems.

Human Resource Development Training - increasing competency at all work levels through formal training programs, on-the-job training programs, seminars, college and university courses and through other community or office-based learning sources.

Employee Health and Wellness Programs - programs that offer guidance on maintaining healthier lifestyles to lower healthcare costs, improve productivity and absenteeism rates.

Affirmative Action - policy that establishes the employment and upward mobility of minorities, handicapped and females in those areas where those individuals are found to be underutilized.

Labor and Employee Relations - procedures that supplement the collective bargaining process and should not be viewed as an alternative or replacement. The system ideally allows for the involvement of employees in the decisions that affect them in the workplace.

Collective Bargaining/Labor Negotiations - in unionized states, procedures for reaching agreement with labor unions on the terms of employment contracts.

Grievance and Appeals - procedures that allow formal review of employee/supervisor conflicts by a higher level or authority.

Retirement - administration of employee retirement benefits programs. Policy establishes clear dates and ages for retirement. Retirement programs frequently are operated independently of the central personnel function.

Employee Incentive and Productivity System - system that provides rewards to individual employees or groups of employees who suggest ways of cost savings, improved efficiency, or improved productivity.

Employee Attitude Survey - formal means of employee feedback on issues of compensation, benefits, work environment, supervision, etc. to enable management to evaluate employee issues and modify programs.

Child Care - administration of either on-site or off-site child care programs for the children of state employees.

Workers' Compensation - administration of insurance system covering injuries and illnesses of employees that are the direct result of their work environments.

Group Health Insurance - administration of employee health benefits programs.

Flexible Benefits - programs to tax-shelter benefit programs, such as health, child care, and legal and dental care that result in increased net pay to the employee.

Deferred Compensation - administration of deferred compensation programs, such as 457 plans. Often administered independently of the central personnel function.

Drug Testing - programs to legally test certain employees for evidence of drug usage.

Budget Recommendations to the Legislature - in conjunction with budget and appropriation process, makes recommendations to legislative body for salaries, benefits, classification, or statutory changes that would effect state employees.

Legislative Liaison - assignment of one or more individuals specifically to monitor legislation, provide information to individual legislators, and represent the department before legislative committees. ▶

• TABLE 4A •
STATE PERSONNEL ADMINISTRATION: FUNCTIONS

	Administers Merit Tests	Establishes Classifications	Provides HRIS	Human Resource Planning	Classification	Compensation	Recruitment	Selection
Alabama	CP,DC(1)	CP	CP,DC	DC	CP	CP,DC(2)	CP,DC	CP,DC(3)
Alaska	CP	CP,DC	-	-	CP,DC	CP	CP,DC	CP,DC
Arizona	CP	CP	CP	DC	CP	CP	CP	CP
Arkansas	CP	CP	CP	DC	CP	CP	CP,DC	CP,DC
California(a)	CA(1),DC	CA(1)	-	CA(2),DC	CP	CP	CA(1),DC	CA(1),DC
California(b)	CP,DC	CP	CP,	-	CP(3),CA	CA (4)	CP,DC	CP,DC
Colorado	DC	CP	CP	-	DC	CP	-	DC
Connecticut	CP	CP,DC(1)	CP,DC(1)	CP,DC(2)	CP	CP	CP,DC(3)	CP(4),DC
Delaware	CP	CP	CP	CP(1),DC(2)	CP	CP	CP(1),DC(2)	CP(1),DC(2)
Florida	-	CP	CP	DC	CP,DC	CP,DC	CP,DC	CP,DC
Georgia	CP	CP	CP	DC	CP	CP	CP,DC	CP,DC
Hawaii								
Idaho	CP	CP	CA	DC	CP	CP	CP,DC	-
Illinois	CP	CP	CP	DC	CP	CP	CP,DC	DC
Indiana	CP,DC	CP	CP	CP,DC	CP	CP	CP,DC	CP,DC
Iowa	CP	CP	-	-	CP	CP	CP	CP
Kansas	CP,DC	CP,DC	CP	CP,DC	CP,DC	CP	CP,DC	CP,DC
Kentucky	CP	CP	-	DC	CP	CP	CP	DC
Louisiana	CP	CP	CP	CA,DC	CP	CP	CP	CP,CA,DC
Maine	CP,DC(1)	CP	CP	CP,DC	CP	CP	CP,DC(1)	CP,DC
Maryland	CP,DC(1)	CP	CP	CP	CP,DC	CP	CP,DC	CP,DC
Massachusetts	CP,DC(1)	CP	CA(2)	CP,DC(3)	CP,DC(1)	CP,CA(4)	CP	CP,DC(1,5)
Michigan	CP	CP	CA(1)	CP,DC	CP	CP	CP	CP
Minnesota	CP,DC	CP	CP	-	CP,DC	CP,DC	CP,DC	CP,DC
Mississippi	CP	CP	CP	CP	CP	CP	CP	CP
Missouri	CP	CP	CP(1),CA(2)	DC	CP	CP	CP(1),DC(1)	-
Montana	CP	DC	CP,CA(3)	DC	CP,DC(2)	CP	DC(1)	DC(1)
Nebraska	-	CP	-	-	CP	CP	CP	CP
Nevada	CP	CP	CP	DC	CP,DC	CP	CP,DC	DC
New Hampshire	CP	CP	CP	DC	CP	CP	CP	CP,DC
New Jersey	CP	CP	CP	CP,DC	CP,DC	CP	CP,DC	CP,DC
New Mexico	CP	CP	CP	CP(1),DC	CP	CP	CP	-
New York	CP	CP,DC	CP	CP	CP,DC	CP	CP,DC	CP
North Carolina	-	CP	CP	-	CP,DC(1)	CP,DC(2)	DC	DC
North Dakota	CP	DC	CA(1)	DC	CP	CP	CP,DC	DC
Ohio	CP	CP	-	DC	CP	CP	DC,CP	DC
Oklahoma	CP	CP	CP	CP	CP	CP	CP(1),DC	CP(2),DC
Oregon	CP	CP	CP	CP,DC	CP	CP	CP	CP
Pennsylvania	CA(1)	CP	CP	CP	CP	CP	CA(1)	DC
Rhode Island	CP	CP	CP	Cp	CP	CP	CP	CP
South Carolina	CP	CP	CP	CP,DC	CP	CP	CP,DC	CP,DC
South Dakota	CP	CP	CP	CP	CP	CP	CP,DC	-
Tennessee	CP	CP	CP	CP	CP	CP	CP	CP,DC
Texas(c)	DC	DC	CA(1)	CA(2),DC	CA(3),DC	CA(3)	CA(4),DC	DC
Utah	DC	CP	CP	DC	CP	CP	CP,DC	DC
Vermont	CP	CP	CP	CP	CP,CD	CP	CP,CD	CP,CD
Virginia	DC	DC	CP	DC	CP,DC	CP,DC	CP,DC	CP,DC
Washington	CP	CP	CP	CP,DC	CP	CP	CP,DC(1)	CP,DC
West Virginia	CP	CP	CP	CP	CP	CP	CP	CA(1),DC
Wisconsin	CP	CP,DC	CA(1)	DC	CP,DC	CP,DC	CP,DC	CP,DC
Wyoming	CP	CP	CP	-	CP	CP	CP,DC	CP,DC
Puerto Rico	CP,CD	CP,CD	-	CP,CD	CP,CD	CP,CD	CP,CD	DC

KEY: ***CP** = Central Personnel*
***CA** = Central Agency*
***DC** = Decentralized*

Table 4A - Footnotes:

In reference to State or Jurisdiction -

(a) California Department of Personnel Administration
(b) California State Personnel Board
(c) Texas has a decentralized personnel system

In reference to responsibilities of the personnel office -

Alabama	(1) In certain cases. (2) Administrative as opposed to policy and regulation. (3) From certifications.
California	(1) State Personnel Board (2) Department of Finance (3) Establish and revise classes. (4)'Department of Personnel Administration
Connecticut	(1) Input to State Personnel. (2) Human Resource Planning for Agency. (3) Recruitment varies. (4) Establishes certified lists of candidates.
Delaware	(1) Shared with line agencies. (2) Shared with Office of State Personnel.
Maine	(1) For classifications identified as Direct Hire.
Maryland	(1) Recruitment and testing may be delegated for agency-unique classes. Requires Memorandum of Understanding on a case-by-case basis.
Massachusetts	(1) A delegation agreement is set in place; DPA retains statutory responsibility. (2) Office of Management Information Systems (3) Specific programs are offered centrally by DPA; "Generic" framework is also in place for implementation by state agencies as needed or desired. (4) Office of Employee Relations (5) Process or portions thereof delegated to state agencies in accordance with collective bargaining agreements and governing statutes.
Michigan	(1) Shared between Treasury, Management and Budget and Civil Service.
Missouri	(1) Shared. (2) Division of Accounting and Division of Data Processing - Office of Administration
Montana	(1) Recruitment and selection are not performed by the state personnel division. However, it is the state personnel division's responsibility to establish guidelines, rules, and procedures for each agency's personnel officer, who performs the actual recruiting and selection. (2) Some agencies have "delegated" authority for certain occupations. (3) State Auditor, Office of Budget and Projection Planning, Department of Administration share this responsibility.
New Mexico	(1) To a limited degree.
North Carolina	(1) Some agencies are delegated classification authority. (2) Some agencies are delegated some compensation authority.
North Dakota	(1) Office Management & Budget (OMB)
Oklahoma	(1) Develop selection devices and monitor certificate actions. (2) Monitor system(s) used by agencies to evaluate employees.
Pennsylvania	(1) Civil Service Commission
Texas	(1) Comptroller of Public Accounts (2) Governor - Budget and Planning. (3) State Classification Office (4) Governor's Job Bank - Texas Employment Commission.
Washington	(1) For some job classes.
West Virginia	(1) Employing Agency.
Wisconsin	(1) Department of Administration

• TABLE 4B •
STATE PERSONNEL ADMINISTRATION: FUNCTIONS

	Performance Evaluation	Position Audits	Employee Promotion	Employee Assistance & Counseling
Alabama	CP,DC	CP	CP,DC(1)	CA,DC
Alaska	CP,DC	CP,DC	CP	DC
Arizona	CP(1)	CP	CP	CP/DC
Arkansas	CP	CP	CP,DC	DC
California(a)	CP,DC	CP	CA(1),DC	CP
California(b)	CA(2)	CA(2)	CP,DC	CA(2)
Colorado	CP	DC	DC	CP
Connecticut	CP,DC	CP,DC	CP,DC	CA(1),DC(2)
Delaware	CP	CP	DC	CP(1),CA(2)
Florida	CP,DC	CP	CP,DC	CP,DC
Georgia	CP,DC	CP	DC	CP,DC
Hawaii	CP	CP	CP,DC	CP
Idaho	CP	CP	DC	CA
Illinois	(1),DC(2)	CP	DC	(3),DC
Indiana	CP,DC	CP,DC	CP,DC	CP
Iowa	CP	CP	CP	CP
Kansas	CP,DC	CP	DC	CP
Kentucky	CP,DC	CP	DC	CP
Louisiana	CP,CA,DC	CP	CA,DC	CP,CA,DC
Maine	CP	DC(1)	CP(2)	CP(3),DC
Maryland	CP,DC	CP,DC	CP,DC	CP
Massachusetts	CP(1),CA(2)	CP,DC(3)	CP,DC(4)	(5)
Michigan	DC	CP	DC	CP
Minnesota	CP,DC	CP,DC	CP	CA(1)
Mississippi	CP	CP	CP	-
Missouri	CP(1),DC(2)	CP	CP, DC	CP
Montana	DC(1)	CP	DC	-
Nebraska	DC	CP	DC	-
Nevada	CP(1)	CP,DC	DC	CP
New Hampshire	CP,DC	CP	CP,DC	DC
New Jersey	CP,DC	CP	CP,DC	CP
New Mexico	CP(1),DC(2)	CP	CP,DC	CP
New York	CA(1),DC	CP	CP	CA(1)
North Carolina	CP(1),DC	CP	DC	CP
North Dakota	DC	CP	DC	DC
Ohio	CP(1),DC	CP(2),DC(3)	DC	CA(4)
Oklahoma	CP(1),DC	CP,DC	CP,DC	CP,DC
Oregon	DC	DC	DC	DC
Pennsylvania	CP	CP	DC	CP
Rhode Island	DC	CP	DC	-
South Carolina	CP	CP	CP,DC	DC
South Dakota	CP,DC	CP,DC	CP,DC	CP
Tennessee	CP	CP	CP	CA(1)
Texas(c)	DC	CA(1),DC	DC	DC
Utah	DC	CP	DC	DC(1)
Vermont	DC	CP	CP,DC	CA(1), DC
Virginia	CP,DC	CP,DC	CP,DC	CP,DC
Washington	CP	CP	DC	CP
West Virginia	CP(1)	CP	CP	-
Wisconsin	DC	CP	DC	CP,DC
Wyoming	CP,DC	CP	DC	-
Puerto Rico	CP,DC	CP,DC	CP,DC	CP,DC

KEY: ***CP** = Central Personnel*
***CA** = Central Agency*
***DC** = Decentralized*

Table 4B - Footnotes:

In reference to State or Jurisdiction:

(a) California Department of Personnel Administration
(b) California State Personnel Board
(c) Texas has a decentralized personnel system.

In reference to responsibilities of the personnel office:

Alabama	(1) From certification.
Arizona	(1) The Personnel Division has program responsibility; agencies use Division's manual, procedures, forms in administrating performance evaluations.
California	(1) State Personnel Board (2) Department of Personnel Administration
Connecticut	(1) Alcohol and Drug Abuse Commission (2) A few agencies have their own coordinator.
Delaware	(1) Shared with Department of Health and Social Services. (2) Department of Health and Social Services
Illinois	(1) The central state personnel office, Central Management Services, does not perform actual performance evaluations. However, CMS Personnel has system responsibility. (2) Ensures that forms are processed timely. (3) Central Management Services serves as central coordinating agency.
Maine	(1) By special agreement between agency and Bureau of Human Resources. (2) The competitive examination process and the referral of candidates from certification registers are the responsibility of the Bureau of Human Resources. (3) Division of State Employee Health
Massachusetts	(1) Management Positions only. (2) Non-Management Positions - Office of Employee Relations. (3) A delegation agreement is set in place; Department of Personnel Administration retains statutory responsibility. (4) Process or portions thereof delegated to state agencies in accordance with collective bargaining agreements and governing statutes. (5) Formerly a Department of Personnel Administration responsibility; now eliminated.
Minnesota	(1) Department of Administration
Missouri	(1) System development and supervisory training. (2) Shared.
Montana	(1) State has adopted a central policy and guidelines on personnel administration for agencies to follow.
Nevada	(1) System
New Mexico	(1) System (2) Individual
New York	(1) Governor's Office of Employee Relations
North Carolina	(1) Establishes policy only.
Ohio	(1) Development of Evaluation Forms. (2) For employees exempt from Collective Bargaining. (3) For Bargaining Unit Employees. (4) Ohio Employee Assistance Program
Oklahoma	(1) Monitor system(s) used by agencies to evaluate employees.
Tennessee	(1) Department of Finance and Administration
Texas	(1) State Classification Office
Utah	(1) A few agencies provide this work in conjunction with the Department of Human Resource Management.
Vermont	(1) Office of Alcohol and Drug Abuse
West Virginia	(1) Policy

• TABLE 4C •
STATE PERSONNEL ADMINISTRATION: FUNCTIONS

	Human Resource Development Training	Employee Health & Welfare Program	Affirmative Action	Labor and Employee Relations	Collective Bargaining/ Labor Negotiations	Grievance and Appeals
Alabama	CP,DC	CA	CP,DC	CP,DC	CA(1)	CP
Alaska	CP	-	CP,DC	CA(1)	CA(1)	CA(1),DC
Arizona	CD,DC	CP	CA(1)	-	-	CP,DC
Arkansas	CP	CP,DC	CP,DC	CP	-	CP
California(a)	CP,DC	CP	CA(1),DC	CP,DC	CP(3,4)	CP
California(b)	CA(2)	CA(2)	CP,DC	CA(2)	CA(2)	CP(3),CA(2,4)
Colorado	CP,DC	DC	CP,DC	-	-	CP,DC
Connecticut	CP,DC(1)	CP	CP,DC	CP,DC	CP	CP,DC
Delaware	CP	DC	CP(1),DC(2)	CP	CP	CP(1),DC(2)
Florida	CP,DC	CP,DC	CP,DC	CP,DC	CP	CP,CA(1),DC
Georgia	CP,DC	CP,DC	CP,DC	CP	-	CP,DC
Hawaii	CP	CP	CP	CP	CP	CP
Idaho	CP	-	CP	CP	-	CP
Illinois	DC	CP	CA(1),DC	CP,DC	CP(2),DC	CP(2),DC
Indiana	CP	CP	CP,DC	CP	CP	CP,DC
Iowa	CP	CP	CP	CP	CP	CP,DC(1)
Kansas	CP,DC	CP	CP,DC	CP,DC	CP,DC	CP,DC
Kentucky	CA(1)	-	CP	-	-	CP,CA(2)
Louisiana	CP,CA,DC	-	CP,CA,DC	-	-	CP,CA(1),DC
Maine	CP,DC	CP(1)	CP,DC	CA(2),DC	CA(2)	CA(2),DC
Maryland	CP,DC	CP	CD,CA	CP,DC	-	CA(1)
Massachusetts	CP,DC(1)	CA(2)	CA(3),DC(4)	CA(5)	CA(5)	CP(6),CA(6),DC(4)
Michigan	CP	CP	CP	CP	CA(1)	CP
Minnesota	CP	CP,DC	CP	CP,DC	CP	CP
Mississippi	CP	-	-	CP	-	CP
Missouri	CP(1),DC(1)	CP	CA(2),DC	CP	-	CP(3),DC
Montana	CP	CP	CP	CP	CP	CP,DC(1)
Nebraska	CP	CP,CA(1)	CP	CP	CP	CP
Nevada	CP	-	CP,DC	CP	CP(1)	CP,DC
New Hampshire	CP	CA(1)	DC	CP	CP	CP
New Jersey	CP,DC	CA(1)	CP,DC	CP,DC	-	CP,DC
New Mexico	CP	-	CA(1),DC	CP	DC	CP
New York	CA(1),DC	CP	CP,DC	CA(1),DC	CA(1)	CA(1)
North Carolina	CP,DC	DC (2)	CP	CP,DC	-	CP(1)
North Dakota	CP	DC	DC	DC	-	CA(1),DC(2)
Ohio	CP	CA (5)	CA(1),DC	CA(2),DC	CA(2)	CA(3),DC(4)
Oklahoma	CP	CP,DC	CP,DC	-	-	CA(1),DC
Oregon	DC	DC	CA(1)	CP	CP	CP
Pennsylvania	CP	CP	CP	CP	CP	CP(1),CA(2)
Rhode Island	-	CP	CP,CD	-	-	DC
South Carolina	CP	CA(1)	CA(2)	CP	-	CP
South Dakota	CP,DC	CA(1)	CP	CP	CP	CP,DC
Tennessee	CP	CA(1)	CP	CP	-	CP
Texas(c)	CA(1),DC	CA(2),DC	CA(3),DC	DC	DC	
Utah	DC	CP,DC(1)	CP,DC	DC	-	CA(2),DC
Vermont	CP	CA(1)	CP	CP	CP	CP
Virginia	CP,DC	CP,DC	CP,DC	-	-	CA(1),DC
Washington	CP,DC	CP	CP,DC	CP,DC	CP	CP,DC
West Virginia	CP	CA(1)	CP	CP	CA(2)	CP
Wisconsin	CP,DC	-	CP,DC	CP,DC	CP	CP,DC
Wyoming	CP	-	DC	CP	-	CP
Puerto Rico	CP,DC	DC	CP,DC	CP,DC	CA (1), DC	CA (2), DC

KEY: ***CP** = Central Personnel*
***CA** = Central Agency*
***DC** = Decentralized*

Table 4C - Footnotes:

In reference to State or Jurisdiction:

(a) California Department of Personnel Administration
(b) California State Personnel Board
(c) Texas has a decentralized personnel system.

In reference to responsibilities of the personnel office:

Alabama	(1) Negotiations/Bargaining Support. Labor agency.
Alaska	(1) Division of Labor Relations
Arizona	(1) Governor's Office of Affirmative Action
California	(1) State Personnel Board
	(2) Department of Personnel Administration
	(3) Appeals only (personnel matters that within scope of collective bargaining - DPA).
	(4) Grievances only (merit-related matters subject to bargaining - SPB).
Connecticut	(1) Some large agencies.
Delaware	(1) Shared with line agencies.
	(2) Shared with Office of State Personnel.
Florida	(1) Appeals only.
Illinois	(1) Department of Human Rights
	(2) At state level.
Iowa	(1) First and second steps
Kentucky	(1) Governmental Services Center
	(2) Personnel Board responsible for appeals.
Louisiana	(1) Grievance only.
Maine	(1) Bureau of State Employee Health
	(2) Division of State Employee Health
Maryland	(1) Office of Administrative Hearings, a separate agency. DOP hears exceptions to prepared decisions for appeals only.
Massachusetts	(1) Specific programs are offered centrally by DPA; "Generic" framework is also in place for implementation by state agencies as needed/desired.
	(2) Department of Public Health
	(3) State Office of Affirmative Action
	(4) Process or portions thereof delegated to state agencies in accordance with collective bargaining agreements and governing statutes.
	(5) Office of Employee Relations
	(6) DPA handles appeals of classification and civil service issues; Grievances and other types of appeals handled by OER (Office of Employee Relations); Cases denied may be appealed to the civil service commission.
Michigan	(1) Office of the State Employer
Missouri	(1) Shared.
	(2) Office of Commissioner - Office of Administration
	(3) Disciplinary appeals only.
Montana	(1) Some agencies have an internal grievance procedure in addition to the administrative procedure.
Nebraska	(1) Health Agency
Nevada	(1) Labor Negotiations only, no Collective Bargaining.
New Hampshire	(1) Various agencies
New Jersey	(1) Department of Health.
New Mexico	(1) Labor Department
New York	(1) Governor's Office of Employee Relations
North Carolina	(1) Grievance and Appeals policy.
	(2) State WISE Program
North Dakota	(1) State Personnel Board hears appeals only.
	(2) Grievances only.
Ohio	(1) Division of EEO, Department of Administrative Services
	(2) Office of Collective Bargaining (OCB)
	(3) For Bargaining Unit Employees (OCB).
	(4) For Bargaining Unit Employees to Step 3 (Agency Head) Level.
	(5) Department of Health
Oklahoma	(1) Merit Protection Commission
Oregon	(1) Office of the Governor
Pennsylvania	(1) Grievances only.
	(2) Appeals only -- Civil Service Commission.
South Carolina	(1) Retirement Division
	(2) Human Affairs Division
South Dakota	(1) Department of Health
Tennessee	(1) Finance and Administration Agency
Texas	(1) Governor's Office of Management Development
	(2) Health Department
	(3) Human Rights Commission and Governor's EEO Office
Utah	(1) Some agencies have this in addition to the Central State personnel program.
	(2) Career Service Review Board
Virginia	(1) Department of Employee Relations Counselors
Vermont	(1) Health Department
West Virginia	(1) None
	(2) Not available by law.
Puerto Rico	(1) Labor Relations Board
	(2) Board of Appeals of the Personnel Administration System

• TABLE 4D •
STATE PERSONNEL ADMINISTRATION: FUNCTIONS

	Retirement	Employee Incentive and Productivity System	Employee Attitude Survey	Child Care	Workers Compensation	Group Health Insurance
Alabama	CA(1),DC	CA	-	-	CA(2),DC	CA(3),DC
Alaska	CA(1)	-	-	-	CA(2)	CA(1)
Arizona	CP,CA(1)	CP	-	CP, CA(2)	CA3)	CP
Arkansas	CA(1)	CP	DC	-	CA(2)	CP
California(a)	CA(1)	CP	CP	CP	CP(2),CA(3)	CA(1)
California(b)	CA(1)	-	-	CA(4)	CA(3)	CA(1)
Colorado	CA(1)	CA(3)	CP,DC	-	CA(2)	CP
Connecticut	CA(1),DC	CP(2),DC	-	CP(3),DC	CP(4),DC	CA(1)
Delaware	CP	CP	CP	CP	CP	CP
Florida	CP	CP	DC	CP,DC	CA(1)	CP
Georgia	CA(1),DC	CP	CP	-	CA(2),DC	CP
Hawaii	CP	CP	CA(1)	CP	CA(2)	CP
Idaho	CA	-	-	-	CA	CA
Illinois	CA(1)	CP	-	-	CP,DC	CP(2)
Indiana	CA(1),DC	CP	DC	CP	CA(2),DC	CP
Iowa	CP	CA(1)	-	-	CP	CP
Kansas	CA(1)	-	CP,DC	-	CP	CA(2)
Kentucky	CA(1)	CP	-	-	CP	CP
Louisiana	CA	-	-	-	-	CP
Maine	CA(1),DC	-	-	CP(2),DC	CP(3),DC	CA(4),DC
Maryland	CA(1)	CP,DC	-	CA(2)	CA(3)	CP
Massachusetts	CA(1)	CP	-	CA(2)	CA(1)	CA(3)
Michigan	CA(1)	-	-	-	CA(2)	CP
Minnesota	CA(1)	-	-	-	CP	CP,DC
Mississippi	CA(1)	CP	-	-	CA(2)	CA(3)
Missouri	CA(1)	CP	-	-	CA(2)	CA(1)
Montana	CA(1)	CP	CP	-	CA	CP
Nebraska	CA(1)	DC	DC	-	CA(2)	CP
Nevada	CA	-	-	-	CA	CA
New Hampshire	CA(1)	CP	DC	CA(2)	CA(3)	CP
New Jersey	CA(1)	CP,DC	DC	CA(2)	CA(3),DC	CA(1),DC
New Mexico	CA(1)	CP	-	-	CA(2)	CA(2)
New York	CA(1)	CA(2)	CA(2),DC	CA(2)	CA(3)	CP
North Carolina	CA(1)	CP(2)	-	-	CP(3),DC	CA(4)
North Dakota	CA(1)	-	CA(2)	-	CA(3)	CA(1)
Ohio	CA(1)	-	CP	CP	CP	CP
Oklahoma	CA(1)	CP	-	CP	CA(2)	CA(3)
Oregon	CA(1)	CP	DC	CP	CA(2)	CP
Pennsylvania	CA(1)	CP	CP	CP	CA(2)	CP
Rhode Island	(1)	CP	CP	CP	-	CP
South Carolina	CA(1)	-	CP	DC	CA(2)	CA(3)
South Dakota	CA(1)	CP	CP	-	CA(2)	CP
Tennessee	CA(10	CP	-	CA(2)	CA(1)	CA(3)
Texas(c)	CA(1)	CA(2)	CA(3)	CA(4),DC	CA(5)	CA(1)
Utah	CA(1)	DC	DC	DC	CA(2)	CA(1)
Vermont	CA	-	DC	CP	CA(2)	CP
Virginia	CA(1)	-	-	(2)	CA	CP,DC
Washington	CA(1)	CA(2)	CP	CP	CA(3)	CA(4)
West Virginia	CA(1)	CP	CP	-	CA(2),DC	CA(3)
Wisconsin	CA,DC	-	-	CP	CA,DC	CA,DC
Wyoming	CA(1)	-	-	-	CA(2)	CA(3)
Puerto Rico	CA(1),DC	DC	-	CP,DC	CA(2)	CP,DC

KEY: ***CP** = Central Personnel*
***CA** = Central Agency*
***DC** = Decentralized*

Table 4 D - Footnotes:

In reference to State or Jurisdiction:

(a) California Department of Personnel Administration
(b) California State Personnel Board
(c) Texas has a decentralized personnel system.

In reference to responsibilities of the personnel office:

Alabama	(1) Retirement Systems of Alabama (2) Industrial Relations (3) Employees Insurance Board
Alaska	(1) Division of Retirement and Benefits (2) Division of Workers Compensation
Arizona	(1) State Retirement System (2) Child Development Center (3) State Compensation Fund
Arkansas	(1) Public Employees Retirement System (2) Workmans Compensation Commission
California	(1) Public Employees' Retirement System (PERS) (2) For state employees (3) State Compensation Insurance Fund (4) Department of Personnel Administration
Colorado	(1) Public Employees Retirement Association (2) Department of Labor (3) Department of Administration
Connecticut	(1) Comptrollers (2) For managers (3) Indirect -- startup support for child care facilities (4) For state employees
Florida	(1) Departments of Insurance/Labor and Employment Security
Georgia	(1) Employees' Retirement System (2) Department of Administrative Services
Hawaii	(1) Office of the Governor (2) Office of the Governor
Illinois	(1) State Employees Retirement Systems (2) In a bureau within Central Management Services
Indiana	(1) Public Employees Retirement Fund (2) Attorney General's Office
Iowa	(1) Department of Management
Kansas	(1) Public Employees Retirement System (2) Health Care Commission
Kentucky	(1) Retirement System
Maine	(1) State Retirement System (2) The Bureau of Employee Relations administers Child Care Reimbursement Program and the Department of Human Services is responsible for three on-site child care facilities. (3) Division of Workers Compensation (4) Division of State Employees Group Health Insurance
Maryland	(1) State Retirement System, a separate agency. (2) Office of Children, Family, and Youth, a separate agency. (3) Injured Workers' Insurance Fund, a separate agency.
Massachusetts	(1) Public Employee Retirement Administration (2) Office of Employee Relations (3) Group Insurance Commission
Michigan	(1) Management and Budget (2) Labor
Minnesota	(1) Retirement Systems
Mississippi	(1) Public Employee's Retirement System (2) Workman's Compensation Commission (3) Department of Finance and Administration
Missouri	(1) State Employees Retirement System (2) Division of General Services -- Office of Administration
Montana	(1) Public Employees Retirement Division
Nebraska	(1) Retirement System (2) Risk Management

Table 4D - Footnotes - Continued

New Hampshire	(1) Retirement System (2) Health and Human Services (3) Administrative Services
New Jersey	(1) Department of Treasury -- Division of Pensions (2) Department of Human Services -- Division of Youth and Family Services (3) Department of Labor -- Division of Workers Compensation
New Mexico	(1) Public Employee Retirement Association (2) General Services Department
New York	(1) Office of the State Comptroller -- New York State Employees' Retirement System (2) Governor's Office of Employee Relations (3) State Workers' Compensation Board
North Carolina	(1) State Treasurer (2) Performance Pay Policy (3) Coordinates. (4) State Health Insurance Plan
North Dakota	(1) Public Employees Retirement (2) Done through Governor's Office. (3) Worker's Compensation Bureau
Ohio	(1) State employees are covered by four retirement systems (Law Enforcement Retirement System, Highway Patrol Retirement System, State Teachers Retirement System, Public Employees Retirement System).
Oklahoma	(1) Teacher's Retirement System, Public Employees Retirement System, Law Enforcement Retirement System (2) State Insurance Fund (3) State and Education Group Insurance Board
Oregon	(1) Public Employees Retirement System (2) Department of Insurance and Finance
Pennsylvania	(1) State Employees Retirement System (2) Department of Labor and Industry
Rhode Island	(1) Function of the General Treasurer.
South Carolina	(1) Retirement Division (2) Worker's Compensation Fund (3) Insurance Services Division
South Dakota	(1) Retirement System (2) Department of Labor
Tennessee	(1) Treasury (2) Human Services (3) Finance and Administration
Texas	(1) Employee Retirement System (2) Incentive and Productivity Commission (3) University of Texas at Austin (4) Employment Commission (5) Worker's Compensation Division -- Attorney General and Texas Workers' Compensation Commission
Utah	(1) Retirement Board (2) Worker's Compensation
Vermont	(1) State Treasurer's Office (2) Department of General Services
Virginia	(1) Retirement System (2) Child Care prototypes being evaluated.
Washington	(1) Department of Retirement Systems (2) Office of Secretary of State (3) Department of Labor and Industries (4) Health Care Authority
West Virginia	(1) Public Employees Retirement System (2) Employing agency. (3) Public Employees Insurance Agency
Wyoming	(1) Retirement System (2) Department of Employment (3) Employees Group Insurance
Puerto Rico	(1) Government and Judiciary Retirement Systems Administration (2) State Insurance Fund

• TABLE 4E •
STATE PERSONNEL ADMINISTRATION: FUNCTIONS

	Flexible Benefits	Deferred Compensation	Drug Testing	Budget Recommendations to Legislature	Legislative Liaison	Other
Alabama	CA(1)	CA(2),DC	-	CP,CA(1),DC	CP	-
Alaska	CA(1)	CA(1)	-	-	CP	CA(2)
Arizona	CP	CA(1)	-	CP(3)	-	DC(2)
Arkansas	CP	CP	-	CP	CP	-
California(a)	CP	CP	CP,DC (7)	CA(1),DC	CP,DC	-
California(b)	CA(2)	CA(2)	CP(3),CA(2,4),DC(3)(7)	CP(5)	(7)	CP(6)
Colorado	CP	CP	DC	CP,DC	CP,DC	-
Connecticut	CP	CA(1)	-	CP	-	CP(2)
Delaware	-	CA(1)	-	CP(2),CA(3)	CP	CP(4),DC(5)
Florida	CP	CP	CA(1)	CP	CP	-
Georgia	CP	CP	CP,DC	CP	CP	-
Hawaii	-	CP	CP	CA(1)	-	-
Idaho	DC	CA	-	CP	CP	-
Illinois	CP	CP(1)	-	CA(2),DC	(3)	-
Indiana	CP	CA(1),DC	-	CA(1)	CP, DC	-
Iowa	-	CP	DC	CA(1)	CP	-
Kansas	CP	CP	CP	CP(1)	CP(2)	CP(3)
Kentucky	CP	CP	DC(1)	CP	CP	CP(2)
Louisiana	-	-	CA,DC	CP,CA,DC	CP,CA,DC	-
Maine	-	CA(1)	-	CP(2)	CP(2)	CP(3)
Maryland	CP	CA(1)	CP,DC	CP	CP	-
Massachusetts	CP(1),CA(2)	-	(3)	CP	(4)	-
Michigan	CP	CP	-	CA(1)	CP	-
Minnesota	-	CP	-	CP	CP	-
Mississippi	-	-	-	CP	CP	-
Missouri	CA(1)	CA(1)	DC(2)	CP(3),CA(4)	CA(4)	CP(5)
Montana	CP	CP	-	CP(1),DC(2)	CP,DC	-
Nebraska	CP	CA(1)	-	CA(2)	-	-
Nevada	-	CP	-	CP,CA	CP	CP(1),DC(2)
New Hampshire	CP	CP,CA(1)	DC	CP,DC	CP	-
New Jersey	CA(1)	CA(2)	-	CA(3)	CP,DC	-
New Mexico	CA(1)	CA(1)	CP(2),DC(3)	CP,CA(4)	CP	-
New York	CP	CA(1)	CP	CA(2)	CP	-
North Carolina	CA(1)	CA(2)	-	CP(3)	CP	-
North Dakota	CA(1)	CA(1)	DC	CA(2)	CP(3)	CA(4)
Ohio	CP	CA(1)	-	CP(2)	-	CP(3)
Oklahoma	CP	CA(1)	-	CP,CA(2),DC	CP,DC	-
Oregon	CP	CA(1)	CP	CA(2)	CP	-
Pennsylvania	-	CP	DC	CP	-	-
Rhode Island	-	CP	CP	CP	CP	-
South Carolina	-	CA(1)	DC	CP	CP	CP(2)
South Dakota	CP	CA(1)	CP	CP	CP	-
Tennessee	CA(1)	CA(1)	-	CP	CP	-
Texas(c)	CA(1)	CA(1)	DC	CA(2),DC	DC	CA(3)
Utah	CP	CA(1)	CP	CP(2),DC	DC	-
Vermont	CP	CA(1)	-	CP	CP	-
Virginia	CP,DC	-	-	-	DC	CP(1),DC(2)
Washington	CP	CA(1)	DC	CP,DC	CP,DC	CP(2),CA(3)
West Virginia	CA(1)	CA(2)	CA(3),DC	CP	CP	-
Wisconsin	CA(1)	CA(1)	-	CA(2)	-	-
Wyoming	CA(1)	CA(2)	-	CA(3)	-	-
Puerto Rico	CP,CA(2),DC	CA(3),DC	DC(5)	CA(4)	-	CP(1)

KEY: ***CP** = Central Personnel*
***CA** = Central Agency*
***DC** = Decentralized*

Table 4E - Footnotes:

In reference to State or Jurisdiction:

(a) California Department of Personnel Administration
(b) California State Personnel Board
(c) Texas has a decentralized personnel system

In reference to responsibilities of the personnel office:

Alabama	(1) Finance (2) Retirement Systems of Alabama
Alaska	(1) Division of Retirement and Benefits (2) Sign up employees for retirement and benefit programs.
Arizona	(1) Public Employees Benefits Services Corporation (2) The Personnel Managers and professional staff assigned to the agencies are employees of the central personnel authority. (3) For adjustments to the salary and benefits plans only.
California	(1) Department of Finance (2) Department of Personnel Administration (3) Applicant (4) Employee (5) State Personnel Board Budget (6) Information Practices -- certification of court and administrative hearing interpreters; establish merit personnel standards for local government agencies as required by federal or state statutes. (7) Each agency has its own legistive liaison.
Connecticut	(1) Comptrollers (2) Health Care Cost Containment Committee Management Relations
Delaware	(1) Treasurer's Office (2) Shared with State Budget Office. (3) State Budget Office (4) Other benefits (e.g. group life insurance, dental insurance, etc.); Personnel Policies and Procedures. (5) Personnel files and records; Personnel transactions.
Florida	(1) Department of Health and Rehabilitation Services
Hawaii	(1) Department of Budget and Finance
Illinois	(1) In a bureau within Central Management Services. (2) Office of the Governor, Bureau of the Budget (3) Each agency has their own legislative liaison.
Indiana	(1) Deferred Compensation of Indiana
Iowa	(1) Department of Management
Kansas	(1) Recommendations to Governor on employee compensation. (2) Recommendation on personnel related legislation. (3) State Civil Service Board, Service Recognition Award, and Employee Suggestions Award
Kentucky	(1) In certain agencies. (2) Payroll
Maine	(1) Department of Finance (2) Through the Department of Administration. (3) Responsible for the rules and regulations that govern the State Civil Service System.
Maryland	(1) State Employees and Teachers Supplemental Retirement Plan, a separate state agency.
Massachusetts	(1) Management positions only. (2) Non-management positions only -- Office of Employee Relations. (3) None conducted centrally; However, agencies may conduct as needed. (4) Each agency handles separately.
Michigan	(1) Management and Budget
Missouri	(1) Division of Accounting -- Office of Administration (2) Limited cases. (3) Pay plan only (4) Division of Budget -- Office of Administration (5) Leave benefit administration; Personnel management consultation; FLSA liaison
Montana	(1) With regard to compensation. (2) Each agency must request their own budget for personal services and lobby for that budget.
Nebraska	(1) Retirement System (2) Department of Administrative Services -- Budget Division -- Legislative Fiscal Office

Table 4E- Footnotes - Continued

Nevada	(1) Payroll, Employee Records, Personnel Rules (2) Work performance standards
New Hampshire	(1) Deferred Compensation Commission
New Jersey	(1) Health Benefits Commission (2) Department of Treasury -- Division of Pensions (3) Department of Treasury -- Office of Management and Budget
New Mexico	(1) General Services Department (2) Policy and Procedure (3) Administration (4) Finance and Administration Department
New York	(1) Deferred Compensation Board (2) State Division of the Budget
North Carolina	(1) State Budget (2) Department of Administration (3) Salaries and State Personnel Office Budget
North Dakota	(1) Public Employees Retirement (2) Governor's Office and Office of Management and Budget (3) For personnel matters and state employees. (4) Appeal hearings conducted by Office of Administrative Hearings.
Ohio	(1) Public Employees Deferred Compensation Board (2) Submitted as part of the Department of Administrative Services' Budget. (3) Payroll
Oklahoma	(1) Public Employees Retirement System (2) Office of State Finance
Oregon	(1) Accounting Division, Executive Department (2) Budget Management Division, Executive Department
South Carolina	(1) Retirement Division (2) Human Resource Management and Total Quality Management Consulting Services, Productivity Studies, Executive Leadership, Agency Head Pay, Higher Education Administration and Faculty Pay, Conditions of Employment, Service Awards, Suggestion Program, Technology Training, Reduction In Force, Employee Relations Policy Interpretation.
South Dakota	(1) Retirement System
Tennessee	(1) Treasury
Texas	(1) Employee Retirement System (2) State Classification Office (3) Interpretation of All Leave -- State Classification Office; Interpretation of Longevity, Merit Increases -- Comptroller of Public Accounts; Payroll -- Comptroller of Public Accounts.
Virginia	(1) Meritorious service award program; Policy Development. (2) Meritorious service awards
Washington	(1) Commission for Deferred Compensation (2) Career Executive Program (3) Dependent Care Assistance Program - Committee for Deferred Compensation
West Virginia	(1) Public Employees Insurance Agency (2) Division of Finance (3) Employing Agency
Wisconsin	(1) Employee Trust Funds (2) Department of Administration
Wyoming	(1) Employees Group Insurance (2) State Treasurers Office (3) Budget Division
Puerto Rico	(1) Legal representation for centralized agencies or as required by the Board of Appeal. (2) Treasury Department (3) Government and Judiciary Retirement Systems Administration (4) Office of Management and Budget (5) Law Enforcement and health agencies only.

• TABLE 4F •
PERSONNEL FUNCTIONS CONTRACTED TO PRIVATE SECTOR

	Personnel Functions contracted to Private Sector
Alabama	-
Alaska	-
Arizona	-
Arkansas	-
California	-
Colorado	-
Connecticut	*(1)
Delaware	-
Florida	*(1)
Georgia	-
Hawaii	*(1)
Idaho	-
Illinois	*(1)
Indiana	*(1)
Iowa	*(1)
Kansas	*(1)
Kentucky	*(1)
Louisiana	-
Maine	*(1)
Maryland	*(1)
Massachusetts	-
Michigan	-
Minnesota	-
Mississippi	-
Missouri	*(1)
Montana	-
Nebraska	*(1)
Nevada	-
New Hampshire	-
New Jersey	*(1)
New Mexico	*(1)
New York	-
North Carolina	*(1)
North Dakota	-
Ohio	-
Oklahoma	-
Oregon	-
Pennsylvania	*(1)
Rhode Island	*(1)
South Carolina	-
South Dakota	*(1)
Tennessee	-
Texas	*(1)
Utah	-
Vermont	*(1)
Virginia	*(1)
Washington	*(1)
West Virginia	*(1)
Wisconsin	-
Wyoming	-
Puerto Rico	-
Totals	22

Table 4F - Footnotes:

In reference to State:

(a) California Department of Personnel Administration
(b) California State Personnel Board

In reference to personnel functions contracted to Private Sector:

Connecticut	(1) Workers' Compensation payments are made by a third party administrator.
Florida	(1) Pay studies.
Hawaii	(1) Some training.
Illinois	(1) Insurance claims processing.
Indiana	(1) Classification Audit, Salary Surveys; job audit.
Iowa	(1) Training, unemployment claim administration, temporary employment pool.
Kansas	(1) Drug screening, testing; Employee Assistance Program.
Kentucky	(1) Employee health insurance, workers' compensation, and deferred compensation.
Maine	(1) Only major studies or projects are contracted such as consultant services with respect to the State of Maine's compensation system and consultant services with respect to automation of Human Resources Management, position control, and payroll.
Maryland	(1) Medical Monitoring for Asbestos, Employee Assistance Program, Drug Testing, Health Insurance, Instructors for Employee Training.
Missouri	(1) None except for presenters of certain training courses and an occasional consultant on special projects.
Nebraska	(1) Hearing Officers to hear merits of grievance appeals rising to State Personnel Board (occasional).
New Jersey	(1) The development of specialized testing programs, data processing systems, and special studies on an as-needed basis.
New Mexico	(1) Test Administration for weekend and remote testing for state jobs; Employee Assistance referral for severe cases; and drug testing.
North Carolina	(1) Unemployment compensation claims.
Oklahoma	(1) Impartial review of allocation
Pennsylvania	(1) State Employee Assistance Program, and AIDS Training.
Rhode Island	(1) Employee Assistance: Counseling state employees and family members. State Employee Newsletter.
South Dakota	(1) Contracted legal research/grievance/administrative hearings/management training.
Texas	(1) Temporary services are contracted out to temporary employment agencies.
Vermont	(1) Chief negotiations services for collective bargaining and training consultants.
Washington	(1) Training and development activities with consultants and instructors; Wellness services (health checks, newsletters, health improvement classes); some executive recruitment.

• TABLE 5 •
PERSONNEL FUNCTIONS HANDLED THROUGH A CENTRALIZED COMPUTER SYSTEM: HARDWARE AND SOFTWARE

	Software Programs Used for Automated Systems	Hardware Used for Automated Systems
Alabama	Inhouse COBOL-CICS programs	IBM 3090 Mainframe
Alaska	NA	NA
Arizona	(1)	HDS (IBM Compatible Mainframe), IBM
Arkansas	Inhouse developed software	IBM 3090 200 E
California(a)	COBOL (PIPS, PIMS, Keymaster)	ITT Terminals and Keyboards
California(b)	(1)	IBM Mainframe and PCs
Colorado	(1)	IBM Mainframe, IBM Compatibles, Novell LAN
Connecticut	MSA Payroll system	Wang, IBM, Digital, Sperry, Unisys
Delaware	Inhouse developed software	NA
Florida	UNISYS DMS1100, Unisys Mapper, IBM A/S, IBMSOL	Unisys 1184, IBM 3090 200
Georgia	Inhouse developed software	IBM Mainframe and various input/output devices
Hawaii	(1)	Wang VS3/4, IBM 3091, IBM compatibles
Idaho	INSCI, ADA Base	IBM Mainframe, IBM PCs
Illinois	COBOL, Easytrieve Plus	IBM 3090-600J, IBM 3090 600E, AMDAHL 5840
Indiana	Dunn & Bradstreet Millenium HR	IBM 3090
Iowa	(1)	(2)
Kansas	(1)	IBM, Sperry Univac, Zenith, Unisys, NCR, Macintosh PCs
Kentucky	Custom developed software	IBM Mainframe, IBM AS/400 Mini, IBM S/38 Mini
Louisiana	Inhouse developed software	IBM AS/400, IBM 3091
Maine	McCormick & Dodge software	IBM 3090 E, IBM System 36 (SSP Operating system) Model 5362
Maryland	Inhouse developed software	IBM 3084 O (running under MVS/XA), Wang VS 80, Honeywell DPS6
Massachusetts	Custom designed in ADABAS/Natural or COBOL	IBM 3090, HDS EX100
Michigan	(1)	Unisys A6, Micro As, Motorola 8400, 8650, 4000
Minnesota	Custom designed software	Wang Labs VS 10,000
Mississippi	Inhouse developed software	Motorola Minicomputer
Missouri	Inhouse developed software	Wang, IBM
Montana	Inhouse developed software	IBM mainframe
Nebraska	Custom designed software	Wang VS65, IBM Mainframe, Wang PC 280/20
Nevada	(1)	IBM3081, Prime, NBI, Hewlett Packard Printers
New Hampshire	NA	IBM
New Jersey	Custom designed software	Prime Minicomputer
New Mexico	(1)	IBM 3090-200
New York	(1)	Unisys 2200/402, Honeywell/BULL
North Carolina	Inhouse developed software	IBM 3090 Mainframe
North Dakota	ISI	IBM Mainframe
Ohio	Custom designed COBOL & CICS Programs	IBM 3090, IBM 35 OBM AS/400 Minicomputer
Oklahoma	NA	NA
Oregon	VSAM/COBOL	(1)
Pennsylvania	Query Language Process, IMS8, InfoQuest	Unisys 1100, Model 0770 MOD-2 Printer, 9790 Laser Printer
Rhode Island	(1)	IBM, AT&T, Bull Honeywell
South Carolina	Inhouse developed software	IBM Plug Compatible Mainframe, IBM PCs, Macintosh PCs
South Dakota	ADABAS 2.0, Natural, COBOL	IBM 3090 200 Mainframe
Tennessee	Inhouse developed software using COBOL/IMS	Amdahl Mainframes runnng IBM XA
Texas	Custom designed software	Custom designed
Utah	(1)	PCs on LAN, Wangs, LAN Couriers
Vermont	Lex, COBOL	Altos, IBM Mainframe 3081
Virginia	Unisys DMS1100, Unisys Mapper	Unisys 1193
Washington	COBOL, CICS, FOCUS[4GL], SAS, Natural	IBM, Amdahl
West Virginia	Custom designed software	IBM PS/2
Wisconsin	Unisys	NA
Wyoming	MSA, FOCUS, Sigma	IBM Mainframe, IBM PCs
Puerto Rico	Custom designed software	IBM System 38, IBM System 36

Table 5 - Footnotes:

In reference to state or jurisdiction:

California	(a) Department of Personnel Administration
California	(b) State Personnel Board

In reference to personnel functions handled through a centralized computer system:

Arizona	(1) Dunn & Bradstreet HRMS Package for Payroll, Personnel, Position Management. IIn-house developed systems for benefits informaton, applicant tracking and employee performance appraisal system.
California State Personnel Board	(1) CICS, COBOL, MARK IV -- Mainframe; CLIPPER, FOXPRO – PCs.
Colorado	(1) In-house developed systems for personnel using ADABAS and Natural; Word Perfect, DBase III, Lotus 1-2-3 on LAN.
Hawaii	(1) Speed II, COBOL, PACE, Natural Procedure, NOVELL Network, DBase, Lotus, C.
Iowa	(1) Current payroll and retirement system is an old batch oriented system. Current employment system is old mini-computer system. New systems for employment and retirement are being developed for the IBM AS/400. (2) IBM AS/400 Model B60, Motorola IV Phase Mini Computer, IBM 3090.
Kansas	(1) Kansas Integrated Personnel & Payroll Systems (KIPPS), Mapper, PROFS (electronic mail), FOCUS, COBOL.
Michigan	(1) Cande, Print/Reprint, Dmpall, RPG II, Lifeworks, COBOL 74, $COBOL, Vision.
Nevada	(1) Custom personnel/payroll, "Trac" applicant tracking, NBI (dedicated) word processing, Wordperfect, DBase, Reflex, and Lotus123.
New Mexico	(1) Integral Software Incorporated Human Resource System - IDMS; Applicant processing systems mix of COBOL & CICS (in-house designed).
New York	(1) MAPPER 1100, Relational Data Management Systems (RDMS 1100), Structured Query Language (SQL), Query Language Processor (QLP 1100) InfoQuest/Q-Link, COBOL.
Oregon	(1) Amdahl 5890 200E, IBM 3380 Disk, STC 1600/6250 Tape, IBM 3480 Cartridge, IBM 3800 Printer, STC 3211 Printer.
Rhode Island	(1) Informix, Informix EXCLC, Easytrieve plus, DOS CICS IMS Rel. 10.2.
Utah	(1) Lotus, Salary Survey Expert, Novell Network, MSA, COBOL, Natural, Word Perfect, Paradox.

• TABLE 6 •
PERSONNEL FUNCTIONS HANDLED THROUGH A CENTRALIZED COMPUTER SYSTEM

Automation of Personnel Administration

	Human Resource Information System	Payroll	Testing Certification	Job Evaluation	Fringe Benefits Summaries	Other
Alabama	-	•	•	-	-	-
Alaska	-	•	-	-	-	*(1)
Arizona	•	•	(1)	-	-	*(1)
Arkansas	•	•	•	•	-	-
California(a)	•	•	•	-	•	-
California(b)	•	•	•	-	-	-
Colorado	•	•	•	-	-	*(1)
Connecticut	•	•	•	•	•	-
Delaware	•	•	-	-	-	-
Florida	•	•	-	•	•	-
Georgia	•	•	•	-	•	-
Hawaii	•	•	(1)	-	-	-
Idaho	•	•	-	-	•	-
Illinois	•	•	•	-	•	*(1)
Indiana	•	-	•	•	-	*(1)
Iowa	-	•	•	-	-	*(1)
Kansas	•	•	•	-	-	-
Kentucky	-	•	•	-	-	*(1)
Louisiana	•	-	-	-	-	*(1)
Maine	•	•	•	*(2)	•	-
Maryland	•	•	•	-	•	-
Massachusetts	•	•	•	•	•	*(1)
Michigan	•	•	•	-	•	-
Minnesota	•	•	•	-	•	-
Mississippi	•	-	•	•	•	*(1)
Missouri	•	•	•	-	•	-
Montana	*(1)	•	-	*(2)	•	*(1)
Nebraska	•	•	-	-	•	-
Nevada	•	•	•	-	•	*(1)
New Hampshire	•	•	-	-	-	-
New Jersey	•	•	•	-	•	*(1)
New Mexico	•	•	•	-	•	*(1)
New York	-	•	•	•	-	*(1)
North Carolina	•	•	-	-	•	-
North Dakota	•	•	-	-	-	-
Ohio	-	•	•	-	-	*(1)
Oklahoma	-	-	-	-	-	-
Oregon	•	•	•	-	-	-
Pennsylvania	•	•	•	-	-	-
Rhode Island	•	•	•	•	•	-
South Carolina	•	•	•	•	-	-
South Dakota	•	•	•	-	•	-
Tennessee	•	•	•	-	•	*(1)
Texas	•	•	-	-	-	-
Utah	•	•	-	-	-	-
Vermont	-	•	-	-	-	-
Virginia	•	•	-	-	•	-
Washington	•	•	•	-	-	*(2)
West Virginia	-	•	•	-	•	-
Wisconsin	-	-	-	-	-	
Wyoming	•	•	•	-	-	-
Puerto Rico	•	-	•	-	-	-
Totals	42	46	34	11	24	18

Table 6 - Footnotes:

In reference to State:

(a) California Department of Personnel Administration
(b) California State Personnel Board

In reference to personnel functions handled through a centralized computer system:

Alaska	(1) Certification -- applicant tracking.
Arizona	(1) Application tracking and certification (1) Classification and compensation studies; Salary Methodology Review, Group Health and Life Insurance Program.
Colorado	(1) Statistical analysis; correspondence.
Hawaii	(1) Payroll is handled by the central accounting agency.
Illinois	(1) Job Posting System
Indiana	(1) Suggestion Program, Grievance Tracking, Training
Iowa	(1) Retirement Benefits, Affirmative Action Planning
Kentucky	(1) Personnel System, deferred compensation.
Louisiana	(1) Position control.
Maine	(1) Only major studies or projects are contracted such as consultant services with respect to the State of Maine's compensation system and consultant services with respect to automation of Human Resources Management, position, control, and payroll. (2) Hay Point Factor System
Massachusetts	(1) See Administrative Systems of Massachusetts Government, Bureau of Technical Education, Office of Management Information Systems, December 1990.
Mississippi	(1) Cost projections
Montana	(1) The centralized computer system is called the Payroll/Personnel/Position Control System or P/P/P. It generates payroll under the auspices of the state auditor's office; tracks classification actions; positions by classification and agency, generates turnover statistics, etc. (2) The results of evaluation are recorded and tracked by the centralized computer system, P/P/P .
Nevada	(1) Applicant tracking
New Jersey	(1) New Jersey is in process of implementing a Classification Support System (CSS) which will automate the classification and salary evaluation systems. Some departments have also automated their timekeeping systems.
New Mexico	(1) Personnel Transactions, suspended personnel transactions, position control, history, leave tracking, applicant tracking.
New York	(1) Employee and Position Records
Ohio	(1) Position Control and Costing
Tennessee	(1) Training
Washington	(1) Retirement; Deferred Compensation; Health and Medical Insurance; Employee Training.

Chapter 3
Personnel Administration Budgets and Funding Sources

Table 7
Central Personnel Budget

Table 8
FY 90 & FY91
Central Personnel Budgets and Appropriations

Table 9
FY 90 & FY 91
Central Personnel Jurisdiction Fund Sources in Millions of Dollars

Table 7 represents the budget figures for each state personnel jurisdiction for the 1991 fiscal year, the percent of that budget dedicated to salaries and the annual cost per employee served. New York state has the largest personnel budget, reporting a $37,025,600 current annual budget. North Dakota, with a $667,801 budget, is the lowest and the only state with a budget of under $1 million. On average, the states spend 67.04 percent of their personnel budgets on salaries. The average annual cost per employee served is $201.78.

Table 8 provides the budget figures for the central personnel jurisdiction in FY 90 and FY 91. In FY 91 the largest budget was reported in Puerto Rico, with $1,905,114,895. The largest state budget was reported in New York, with $37,025,600.

Table 9 provides the fund sources for the central personnel jurisdiction and the average annual salary of state employees. In FY 91, the average salary for state employees was $25,933.45. The highest average salary was reported in Alaska with $43,200 and the lowest in Arkansas with $19,000. ▶

• TABLE 7 •
CENTRAL PERSONNEL BUDGET

	Central Personnel Jurisdiction's Current Annual Budget	Percent of Personnel Jurisdiction's Annual budget Dedicated to Salaries	Number of FT Employees that are Served by the Central Jurisdiction (CP)	Annual Cost Per Employee Served
Alabama	$3,752,218	57.25	33,000	$1137.04
Alaska	$2,100,000	95	13,500	$156.00
Arizona	$4,749,900	69.3	27,000	$176.00
Arkansas	$4,000,000	35	24,000	$167.00
California(a)	$12,981,000	70	150,000	$86.54
California(b)	$14,600,000	70	150,000	$97.00
Colorado	$5,704,221(1)	68.8	25,000	$160.00
Connecticut	$8,359,997	74	33,000(1)	$253.33
Delaware	$2,682,500	54	43,000	$206.35
Florida	NA	NA	104,000	NA
Georgia	$9,267,537	66	58,000	$160.00
Hawaii	$19,780,577	25	21,842	$905.00
Idaho	$1,677,300	79	10,200	$165.00
Illinois	$10,245,400	38	64,187(1)	$160.00
Indiana	$3,523,759	68	37,169	$94.80
Iowa	$3,911,722	93.3	22,00	$221.00
Kansas	$3,445,834	83	41,179(1)	$83.68
Kentucky	$15,372,000	28	35,205	$436.64
Louisiana	$5,036,814	79	61,243	$82.24
Maine	$3,339,118	78	12,900	$258.85
Maryland	$14,300,000	71	61,933(1)	$231.00
Massachusetts	$5,265,158	73	72,000(1)	$73.13
Michigan	$20,300,000	70	60,762	$334.59
Minnesota	$8,500,000	78	40,836	$208.14
Mississippi	$3,223,184	73	28,000	$115.12
Missouri	$2,913,000	84.33	130,000	$48.55
Montana	$1,444,038	70	12,830	$112.55
Nebraska	$1,456,458	63	12,500	$104.03
Nevada	$3,070,570	62	10,863	$239.57
New Hampshire	$1,327,584	67	9,000(plus)	$147.51
New Jersey	$18,000,000	71	74,500(1)	$230.77
New Mexico	$3,800,000	70	17,000(plus)	$224.00
New York	$37,025,600	88	200,000	$185.13
North Carolina	$6,813,279	65.1	73,167	$92.29
North Dakota	$667,801	85	9,743	$68.54
Ohio	$14,660,383	45	60,000	$261.79
Oklahoma	$5,790,008	54	40,718	$165.00
Oregon	$5,590,634	62	39,525	$137.00
Pennsylvania	$15,225,430	56	83,473(1)	$182.40
Rhode Island	$4,069,602	NA	19,000	$214.19
South Carolina	$5,100,737	67	67,332	$75.75
South Dakota	$1,379,136	52.57	12,850	$107.33
Tennessee	$6,133,000	59.7	40,425	$151.72
Texas(c)	[----------(1)----------]			NA
Utah	$1,792,700	76.4	12,000	$149.39
Vermont	$2,150,000	75	7,417	$290.00
Virginia	$6,112,849	72	83,641	$73.08
Washington	$14,284,000	49	45,246	$132.61
West Virginia	$3,115,000	85	22,000	$155.00
Wisconsin	NA(1)	NA(1)	NA(1)	NA(1)
Wyoming	$1,201,979	76	7,123	$168.75
Puerto Rico	NA	NA	29,310	NA

KEY: ***NA** = Figure not available*

Table 7 - Footnotes:

In reference to State or Jurisdiction:

(a) California Department of Personnel Administration
(b) California State Personnel Board
(c) Texas has a decentralized personnel system

In reference to annual cost per employee served by central personnel jurisdiction:

Connecticut	(1) 33,000 Executive Branch, excluding university unclassified employees.
Colorado	(1) $5.7 million operating budget; $13 million including benefit funds.
Illinois	(1) Illinois' computer system does not differentiate between full-time and part-time employees.
Kansas	(1) Full and part-time-time; classified and unclassified.
Maryland	(1) Excludes UMD
Massachusetts	(1) 72,000 state agency employees; approximately 100,000 municipal employees.
New Jersey	(1) 78,000 counting leaves and part-time employees.
Pennsylvania	(1) 77,882 salaried and 5,591 waged; 83,473 as of April 1, 1991.
Texas	(1) Not applicable due to decentralized personnel system.
Wisconsin	(1) No centralized personnel department

• TABLE 8 •
FY 90 AND FY 91
CENTRAL PERSONNEL BUDGETS AND APPROPRIATIONS

	CPJ's Total Annual Budget FY 90	CPJ's Total Annual Budget FY 91	Amount of $ Appropriated to CPJ for FY 91	Amount $ Provided by Trust & Agency Accounts for CPJ for FY 91
Alabama	$ 3,631,358	$ 3,752,218	$ 3,752,218	$ NA
Alaska	2,000,000	2,100,000	2,100,000	0
Arizona	4,155,500	4,750,000	(1)	NA
Arkansas	3,500,000	3,700,000	3,700,000	0
California(a)	13,294,000	13,612,000	13,612,000	0
California(b)	15,366,000	15,674,000	10,628,000	NA
Colorado	3,500,000	(1)	3,000,000	0
Connecticut	8,339,997	8,359,956	8,359,956	NA
Delaware	2,542,700	2,682,500	2,051,200	NA
Florida	NA	NA	NA	NA
Georgia	6,899,935	6,267,537	0	0
Hawaii	15,099,865	16,521,062	16,521,062	0
Idaho	1,556,201	1,677,300	0	0
Illinois	11,284,700	10,245,400	10,245,400	0
Indiana	3,821,772	3,523,759	(1)	NA
Iowa	4,063,627	4,207,699	3,911,722	2,364,058(1)
Kansas	3,496,986	3,445,834	3,445,834	0
Kentucky	6,509,800	6,570,400	4,214,200	10,389,500
Louisiana	4,353,000	5,036,814	126,316	0
Maine	1,891,255	1,737,924	1,567,066	0
Maryland	13,112,047	14,300,000	14,300,000	0
Massachusetts	6,472,342	5,265,158	4,265,194	NA
Michigan	20,200,000	20,300,000	20,300,000	0
Minnesota	192,407,000(1)	9,914,000(1)	9,914,000	176,106,000
Mississippi	3,352,116	3,223,184	3,223,184	0
Missouri	3,052,000	2,913,000	2,732,000	15,000
Montana	1,431,399	1,443,399	1,443.399 (1)	489,117 (2)
Nebraska	2,915,658	3,756,274	1,456,458	138,651(cash fund)
Nevada	3,593,465	3,888,194	0	0
New Hampshire	FN	1,327,584	1,327,584	0
New Jersey	21,936,000	20,895,000	20,895,000	0
New Mexico	3,833,300	3,813,000	3,813,000	0
New York	40,278,300(1)	37,025,600 (2)	37,025,600(2)	0
North Carolina	6,645,152	6,813,279	6,702,782	0
North Dakota	667,800	667,800	348,055	0
Ohio	15,257,133	14,660,383	1,500,000	NA
Oklahoma	4,397,115	5,790,008	5,790,008	0
Oregon	5,183,650	5,590,634	0	0
Pennsylvania	5,892,000	6,298,000	6,175,760	NA
Rhode Island	4,322,131	3,700,210	3,700,210	0
South Carolina	4,527,523	5,100,737	3,385,610	0
South Dakota	1,367,877	1,379,136	1,379,136	NA
Tennessee	5,550,200	6,133,100	3,476,400	0
Texas	NA	NA	NA	NA
Utah	1,792,700	1,874,800	1,828,800	0
Vermont	2,600,000	2,300,000	1,800,000	91,000
Virginia	6,786,513	6,112,849	6,112,849	NA
Washington	12,731,000	14,284,000	8,662,000	100,000
West Virginia	3,104,000	3,115,000	0	0
Wisconsin	5,200,000	4,800,000	NA	NA
Wyoming	1,201,979	1,201,979	1,201,979	0
Puerto Rico	1,891,350,619	1,905,114,510	1,284,474,895	NA

KEY: *CPJ =Central Personnel Jurisdiction*
NA = Not applicable
FN = Figure not available

Note: States have different fiscal years

Table 8 - Footnotes:

In reference to central personnel budgets and appropriations:

Arizona	(1) Funding is based on amount collected under pro rata percentage.
Colorado	(1) $4 Million operating budget; $13 Million with benefit funds.
Indiana	(1) State funding only.
Iowa	(1) IDOP and IPERS.
Minnesota	(1) Includes Employee Health & Benefit and Workers Compensation.
Montana	(1) All funds except statutory appropriation for benefits claims. (2) Of total appropriated to CPJ this amount is from benefits trust fund interest and fees paid for training.
New York	(1) Legislative budget. (2) Executive budget which may be revised by Legislature.

• TABLE 9 •
FY 90 AND FY 91
CENTRAL PERSONNEL JURISDICTION FUND SOURCES IN MILLIONS OF DOLLARS

	Amount of $ Provided by Administrative Fees for CPJ for FY91	Amount of $ Provided by Interagency Transfers for CPJ for FY91	Other Funding Source & Amount for CPJ for FY91	In FY 91 Average Annual Salary for State Employees Served by CPJ
Alabama	$ FN	$ (1)	$ FN	$ FN
Alaska	0	0	0	43,200
Arizona	0	5,500	NONE	22,927
Arkansas	0	0	NA	19,000
California(a)	3,206,000	0	(1)	38,529
California(b)	FN	5,046,000	FN	38,529
Colorado	1,000,000	0	0	28,908
Connecticut	NA	30,000	NA	30,989
Delaware	NA	631,300	NA	22,900
Florida	FN	FN	FN	FN
Georgia	0	9,267,537	NA	24,384
Hawaii	0	0	NA	23,670
Idaho	0	1,677,300	FN	22,880
Illinois	0	0	0	27,792
Indiana	NA	NA	NA	20,384
Iowa	0	(1)	0	26,700
Kansas	18,785	0	15,214,876(1)	22,137
Kentucky	10,389,500	768,300	NA	21,000
Louisiana	22,000	4,888,498	NA	26,506
Maine	0	170,858	NONE	24,000
Maryland	Vision Plan	Training Reimbursement	0	28,679
Massachusetts	670,248	267,975	41,586(1)	28,546
Michigan	802,900	822,000	(1)	33,687
Minnesota	4,625,000	68,000	24,138,000(1)	31,612
Mississippi	3,223,184	3,223,184	NA	19,183
Missouri	166,000	0	NA	20,472
Montana	0	0	0	20,281
Nebraska	0	1,456,458	138,651	22,731
Nevada	3,735,909	0	(1)	26,258
New Hampshire	0	0	NA	24,500
New Jersey	0	89,000	500,000	31,089
New Mexico	0	367,400	NA	22,402
New York	750,000	(1)	0	31,606
North Carolina	FN	36,313	24,830	31,920
North Dakota	0	319,747	0	20,308
Ohio	1,500,000	NA	NA	26,451
Oklahoma	0	90,000	NA	22,968
Oregon	5,290,648	300,166	NA	26,184
Pennsylvania	NA	9,735,130	NA	27,442
Rhode Island	24,613	0	NA	30,000
South Carolina	0	1,715,127	NA	23,843
South Dakota	NA	NA	0	19,410
Tennessee	0	2,656,700	0	22,506
Texas	NA	NA	NA	21,901(1)
Utah	46,000	42,381(1)	NONE	23,878
Vermont	0	383,078	NA	FN
Virginia	NA	FN	NONE	23,000
Washington	4,416,000	1,106,000	NONE	29,220
West Virginia	0	FN	NA	21,500
Wisconsin	FN	NA	NA	FN
Wyoming	0	0	NONE	22,860
Puerto Rico	0	500,000	620,639,615(1)	FN

KEY: ***CPJ** = Central Personnel Jurisdiction*
***NA** = Not applicable*
***FN** = Figure not available*

Note: States have different fiscal years.

Table 9 - Footnotes:

In reference to state or jurisdiction:

California	(a) Department of Personnel Administration
California	(b) State Personnel Board

In reference to Personnel Administration Budgets and Funding Sources:

Alabama	(1) $3,609,802, State Agency Transfers; $4782, Local Emergency Management; $138,354, General Fund.
California	(Department of Personnel Administration) (1) Two Special Fund Source: $647,000, Flexelect Benefit Fund; $1,302,000 , Savings Plus Plan Fund.
Iowa	(1) IMTS + DES + DOT + STAR + COLL BARG.
Kansas	(1) Cafeteria Benefits, Preventive Health Care, State Worker's Comp Funds.
Massachusetts	(1) Collected from state authorities and individuals for training and performance recognition programs.
Michigan	(1) Funding for the Department of Civil Service is made up of 1% of the state's payroll of the preceeding FY for the ensuing FY.
Minnesota	(1) Special Revenue Fund.
Nevada	(1) Balance forward from FY 90 = $135,785; Labor cost reimbursement from employee insurance providers = $16,500.
New York	(1) Approximately $1,200,000 in Labor/Management Committee funds, above our annual budget amount, are provided for training programs; an additional $1,116,000 in Staffing Services Section II chargeback receipts.
Nevada	(1) Contractual from Health Department.
Texas	(1) Average for employees covered by classification.
Puerto Rico	(1) Federal funding for 1991.

Chapter 4
Personnel Function Staffing

Table 10
Number of Employees Performing Personnel Duties in Primary Jurisdiction & Line Agencies for FY 1990

Table 11
Number of Employees Served by Central Personnel

Table 12
Ratios of Personnel Staff to Employees Served in Primary Jurisdiction & Line Agencies for FY 1990

Table 10 provides a detailed look at the number of full time employees performing personnel duties in each state, both within the centralized personnel department and in line agencies. The number of employees performing personnel duties in the centralized personnel department ranges from 16 in North Dakota to 271 in Pennsylvania. In every state, there are line agencies that have full time employees dedicated to performing personnel duties, ranging from three line agencies in Kentucky to 184 in Virginia. Thirty-two states responding to this question indicated a greater number of employees performing personnel duties in the line agencies than in the primary jurisdiction. Those individuals generally serve as a conduit for all state employees and assist both the personnel jurisdiction and the employee in speedy resolution of administrative matters. In Connecticut and New Jersey, every state agency has some employees performing personnel duties, in Massachusetts 90% of agencies do. The number of full time employees in line agencies performing personnel duties varies from 16 in Vermont to 1,638 in California.

Table 11 reports on the number of full time state employees served by the central personnel jurisdiction. This ranges from 7,123 in Wyoming to 200,000 in New York. In California, Delaware, Indiana, Maine, Minnesota, Mississippi, Nevada, New Hampshire, Ohio, Pennsylvania, Rhode Island, South Carolina, South Dakota and Vermont, 100% of the state workforce is served by the central personnel jurisdiction. In North Carolina, only 35% of the state workforce is served by the central personnel jurisdiction. In Puerto Rico only 10% of state workforce is served by the Central Personnel Jurisdiction. The state university system is included in the number of full time employees served by the central personnel jurisdiction in Arkansas, Colorado, Delaware, Idaho, Kansas, Louisiana, Massachusetts, Minnesota, New Jersey, North Carolina, North Dakota, Oregon, Rhode Island, South Carolina and South Dakota.

Table 12 provides the ratio of personnel staff to employees served in FY 1990. The ratio of centralized personnel staff to employees served ranges from 1:157 in New Jersey to 1:915 in California. The ratio of total personnel staff to employees served ranges from 1:63 in Rhode Island to 1:209 in Oklahoma and Montana. ▶

• TABLE 10 •
NUMBER OF EMPLOYEES PERFORMING PERSONNEL DUTIES IN PRIMARY JURISDICTION & LINE AGENCIES FOR FY 1990

	Number of FT Employees Performing Personnel Duties in Centralized Personnel Department	Number of Line Agencies That Have FT Employees Performing Personnel Duties	Number of FT Employees in Line Agencies Performing Personnel Duties
Alabama	95	23	FN
Alaska	48	15	152
Arizona	98	10	(1)
Arkansas	68	150	100(1)
California(a)	164	75(1)	1,638(2)
California(b)	183	75	FN
Colorado	50	63	461(1)
Connecticut	157	(1)	350(2)
Delaware	78(1)	98(1)	98(1)
Florida	FN	26	730
Georgia	98(1)	33	(2)
Hawaii	140	21	254
Idaho	38	20(1)	(2)
Illinois	132(1)	50(2)	450
Indiana	92	54	320
Iowa	100	10	38
Kansas	101	NA	NA
Kentucky	130	3	139
Louisiana	133	20(1)	FN
Maine	41(1)	20	78(2)
Maryland	246(1)	37	566(2)
Massachusetts	55	(1)	FN
Michigan	300	19	FN
Minnesota	175	84	529(1)
Mississippi	68	154	136(1)
Missouri	95	15	300(1)
Montana	38	30(1)	57.5(2)
Nebraska	37	28	120
Nevada	39.5	19	64
New Hampshire	23	10	20
New Jersey	472	(1)	1200
New Mexico	77(1)	28	60
New York	791	20	FN
North Carolina	147	(1)	725
North Dakota	16	14	43
Ohio	198	65	428
Oklahoma	50	33	195
Oregon	66(1)	51	FN
Pennsylvania	271(1)	33	1025(2)
Rhode Island	57	(1)	(2)
South Carolina	93	69	370
South Dakota	32	24	75.7
Tennessee	119	43	331
Texas	NA(1)	43	1037(2)
Utah	43	14(1)	75
Vermont	40	9	16
Virginia	92	184(1)	1240(1)
Washington	50(1)	37	198
West Virginia	83	50(1)	100(1,2)
Wisconsin	96(1)	67	FN
Wyoming	28	13	25
Puerto Rico	97	29	FN

KEY: ***NA** = Not applicable*
***FN** = Figure not available*

Note: Some states did not include all employees. See individual footnotes

Table 10 - Footnotes:

In reference to State or Jurisdiction:

(a) California Department of Personnel Administration
(b) California State Personnel Board

In reference to the number of employees performing personnel duties in primary jurisdiction and line agencies:

Arizona	(1) Employees work under direction/supervision of Personnel Division.
Arkansas	(1) Approximately.
California	(1) Outside of small boards and commissions, there are about 80 state agencies, all of which have full-time personnel staff. (2) Includes professional and technical staff: Professional personnel 370; Labor relations 65; Technical personnel 1203 (-Personnel Tech. -Personnel Asst. -Program Tech.)
Colorado	(1) 461 employees spend some percentage of their time performing personnel functions.
Connecticut	(1) All except the very smallest boards and commissions. (2) Approximately.
Delaware	(1) Does not include education.
Georgia	(1) Excluding benefits. (2) Unknown
Idaho	(1) Approximately. (2) Approximately 50-60.
Illinois	(1) 132 active employees. Illinois' computer system does not differentiate between full-time and part-time employees. (2) 50 out of 59 agencies
Louisiana	(1) 20 out of 20 agencies.
Maine	(1) Includes support staff. (2) Includes 13 Training and Development positions.
Maryland	(1) Includes 80 employees providing accounting and data processing services. (2) Including non-exempt support staff.
Massachusetts	(1) 90% of agencies have at least one full-time employee performing personnel duties.
Minnesota	(1) 529 includes 93 full-time employees involved in payroll functions.
Mississippi	(1) 160 positions; 136 filled.
Missouri	(1) Approximately.
Montana	(1) Limited to executive branch agencies only. (2) 57.5 full-time employees perform mainly personnel duties and are classified in "personnel" classes.
New Jersey	(1) All state departments have Personnel Offices. Boards and Commissioners' staffs vary with size.
New Mexico	(1) 55 full-time employees plus 22 support staff.
North Carolina	(1) 18 departments and 15 universities.
Oregon	(1) This number does not include support staff.
Pennsylvania	(1) 271 (Including 177 SCSC and 94 Office of Administration) as of April 1, 1991. (2) 1025 as of January 31, 1988.
Rhode Island	(1) All state departments. (2) If agency has: Less than 50 people, 1 person; less than 500 people, 2 to 5 people; more than 500, approximately 10 people.
Texas	(1) Texas has a decentralized personnel system. (2) Higher education not included.
Utah	(1) 14 departments have at least one full-time staff member; of the 14, 10 have additional staff.
Virginia	(1) Approximately.
Washington	(1) Professional staff only (excludes training).
West Virginia	(1) Approximately. (2) Including payroll processing.
Wisconsin	(1) Department of Employment Relation – No centralized department.

• TABLE 11 •
NUMBER OF EMPLOYEES SERVED BY CENTRAL PERSONNEL

	Number of FT Employees that are Served by the Central Jurisdiction (CPJ)	Percent of State Workforce Represented by the Number of FT Employees that are Served by the CPJ	Does the Number of FT Employees Served by the CPJ Include the State University System
Alabama	33,000	96	-(1)
Alaska	13,500	60	-
Arizona	27,000	60	-(1)
Arkansas	24,000	85	*(1)
California(a)	150,000	100	-
California(b)	150,000	60	-
Colorado	27000	42	*(1)
Connecticut	33,000(1)	70	-(2)
Delaware	(1)	100	*
Florida	104,000	67.8	-
Georgia	58,000	82	-
Hawaii	21,842	39.7	*(1)
Idaho	10,200	67	*
Illinois	64,187(1)	50	-
Indiana	36,141	100(1)	-
Iowa	22,000	50 (approx.)	-
Kansas	41,179(1)	100	*
Kentucky	35,205	93	-
Louisiana	61,243	70	*
Maine	12,900	100	-
Maryland	61,933(1)	75	-
Massachusetts	72,000(1)	90	*
Michigan	60,762	94.1	-
Minnesota	40,836	100(1)	*(2)
Mississippi	28,000	100	-
Missouri	[	(1)	] -
Montana	12,830	90.9	-(1)
Nebraska	14,000	85	-(1)
Nevada	12,817	100	-
New Hampshire	9,000 (plus)	100	-
New Jersey	74,500(1)	95 (plus)	*(2)
New Mexico	17,000 (plus)	95	-
New York	200,000	80	-
North Carolina	73,167	35	*(1)
North Dakota	9,743	75	*
Ohio	60,000	100	-
Oklahoma	40,718	65	-
Oregon	39,525	81	*(1)
Pennsylvania	83,473(1)	100	-(2)
Rhode Island	19,000	100	*
South Carolina	67,332	100	*
South Dakota	12,850	100	*
Tennessee	40,425	68.5	-
Texas(c)	NA	NA	-
Utah	12,000	80	-
Vermont	7,417	100	-
Virginia	83,641 (1)	80 (1)	-
Washington	45,246	93	-
West Virginia	22,000	50	-
Wisconsin	[	(1)	]
Wyoming	7123	75	-
Puerto Rico	29,310	10	-

KEY: ***NA*** *= Not applicable*

Table 11 - Footnotes:

In reference to State or Jurisdiction:

(a) California Department of Personnel Administration
(b) California State Personnel Board
(c) Texas has a decentralized personnel system.

In reference to the number of employees performing personnel duties in primary jurisdiction and line agencies:

Alabama	(1) Also not included are K-12 in education.
Arizona	(1) No, except that university employees participate in benefit programs – total 45,000 University plus State Service.
Arkansas	(1) This does not include faculty and administrative employees.
Colorado	(1) Does not include faculty or administrators, except for benefits.
Connecticut	(1) 33,000 Executive branch, excluding university unclassified employees. (2) Except for a few clerical and administrative employees.
Delaware	(1) Over 30,000 for benefits/pensions; over 13,000 for other functions.
Hawaii	(1) Only civil service employees within the state unversity system.
Illinois	(1) Computer system does not differentiate between full-time and part-time employees.
Indiana	(1) Not including contractual, temporaries, and universities.
Kansas	(1) Full and part-time; classified and unclassified.
Maryland	(1) Excludes University of Maryland System employees, who participate in benefit programs.
Massachusetts	(1) 72,000 state agency employees; approximately 100,000 municipal employees.
Minnesota	(1) Except for the University of Minnesota. (2) Includes our State University System but not the University of Minnesota.
Missouri	(1) Number of Employees: 30,000; 40,000; 60,000 Description: Merit Selection; Classification and Pay; Leave Policies, Training, and other services Percent of State workforce: 38; 50; 76
Montana	(1) This does not include the 1986 exempt university faculty and professional staff.
Nebraska	(1) State University System is not under Central Personnel jurisdiction.
New Jersey	(1) 78,000 counting leaves and part-time employees. (2) Figure given includes classified employees in all but two of our State Universities/Colleges (Rutgers and Stevens).
North Carolina	(1) Does not include faculty.
Oregon	(1) Excludes academic employees.
Pennsylvania	(1) 77,882 Salaried and 5,591 Waged: 83,473 as of April 1, 1991. (2) State University System does not come under Governor's jurisdiction.
Virginia	(1) Health Care support is provided for 94,800 employees which is 100% of the full-time employees.
Wisconsin	(1) Figures not available.

• TABLE 12 •
RATIOS OF PERSONNEL STAFF TO EMPLOYEES SERVED IN PRIMARY JURISDICTION & LINE AGENCIES FOR FY 1990

	Ratio of Centralized Personnel Staff to Employees Served	Ratio of Total Personnel Staff to Employees Served
Alabama	1:347	FN
Alaska	1:281	FN
Arizona	1:276	1:180
Arkansas	1:353	1:110
California(a)	1:915	1:76
California(b)	1:819	FN
Colorado	1:540	1:119
Connecticut	1:210	1:66
Delaware	1:167(1)	1:78(1)
Florida	FN	FN
Georgia	1:591	FN
Hawaii	1:162	1:58
Idaho	1:270	1:150
Illinois	1:486	1:110
Indiana	1:357	1:172
Iowa	1:222	1:161
Kansas	1:440	FN
Kentucky	1:271	1:208
Louisiana	1:460	NA
Maine	1:315	1:109
Maryland	1:373	1:85
Massachusetts	1:313	FN
Michigan	1:192	FN
Minnesota	1:233	1:67(1)
Mississippi	1:411	1:175
Missouri	1:631	1:152
Montana	1:338	1:209
Nebraska	1:350	1:75
Nevada	1:325	1:200
New Hampshire	1:400	1:166
New Jersey	1:157	1:62
New Mexico	1:309	1:148
New York	1:252	FN
North Carolina	1:498	1:84
North Dakota	1:573	1:162
Ohio	1:300	1:100
Oklahoma	1:814	1:209
Oregon	1:599	FN
Pennsylvania	1:308	1:64
Rhode Island	1:316	1:63
South Carolina	1:724	1:145.7
South Dakota	1:401	1:170
Tennessee	1:339	1:89
Texas(c)	NA	1:104.6
Utah	1:279	1:102
Vermont	1:185	1:132
Virginia	1:836	1:67
Washington	1:905	1:182
West Virginia	1:333	1:100
Wisconsin	FN	FN
Wyoming	1:254	1:173
Puerto Rico	1:271	FN

KEY: *NA = Not Applicable*
FN = Figure not available

Footnotes:

In reference to State or Jurisdiction:

(a) California Department of Personnel Administration
(b) California State Personnel Board
(c) Texas has a decentralized personnel system

In reference to the number of employees performing personnel duties in primary jurisdiction and line agencies:

Delaware (1) Ratio does not include education positions
Minnesota (1) Excluding payroll

Chapter 5
Labor Management Relations

Table 13A
Collective Bargaining in the States

Table 13B
Collective Bargaining and Employee Organizations in the States

Table 14
Grievance Procedures

Tables 13A and 13B provide a glimpse of the states that conduct collective bargaining. In table 13A, 22 states report their workforce is partially unionized, nine states are fully unionized and 20 are non-union states. In 1987, 27 states (not including Puerto Rico) reported that they were partially or fully unionized. But, in 1987, 22 states reported that their workforces were fully unionized and five reported they were partially unionized.

Of those unionized states, 23 report that collective bargaining covers wages and working conditions. In Missouri, New Mexico, South Dakota and Washington, collective bargaining only covers working conditions. In Arkansas, collective bargaining does not cover wages and working conditions. No state reported agreements that exclusively covered wages.

Of those states reporting that they have collective bargaining, 18 states conduct collective bargaining out of the central personnel agency and 12 states have a separate agency that is responsible for it. Of those states that report collective bargaining, the percent of classified employees covered under those agreements ranges from .5% in Alabama to 99% in Alaska.

The international affiliations of union organizations in each state are listed after footnotes in Table 13A.

Table 13B indicates the number of bargaining units in each state as well as the number of employee organizations representing state workers. The number of bargaining units ranges from three in Alabama to 117 in Rhode Island. The number of employee organizations ranges from one in Oklahoma, South Dakota, Utah, Vermont and Wyoming to 411 in Puerto Rico. Even in non-union states there are employee organizations, generally the traditional state employee associations.

Table 14 provides information on state grievance procedures. In some states this varies by agency, but generally runs from three to five steps. The steps in centralized appeal processes range from one to six. Thirty-four states indicate they have a separate agency which investigates and hears all appeals. ▶

• TABLE 13A •
COLLECTIVE BARGAINING IN THE STATES

	State Workforce Unionized?	If Union State, Does Collective Bargaining Cover Wages and Working Conditions?	Conducts Collective Bargaining	Percent of Classified Employees Covered Under Bargaining Agreements
Alabama	N	NA	NA	.5
Alaska	F	WW	S	99
Arizona	N	NA	NA	NA
Arkansas	P	NC	NA	NA
California	F	WW	C	100(1)
Colorado	N	NA	NA	NA
Connecticut	F	WW	C	95
Delaware	P	(1)	C	50
Florida	P	WW	C	87
Georgia	N	NA	NA	NA
Hawaii	P	WW	S	91.2
Idaho	N	NA	NA	NA
Illinois	P	WW	C	77
Indiana	P	NA	C	NA
Iowa	P	WW	C	80
Kansas	P	WW	C	54
Kentucky	N	NA	NA	NA
Louisiana	N	NA	NA	NA
Maine	F	WW	S	85-95
Maryland	N	NA	NA	NA
Massachusetts	F	WW	S	94
Michigan	P	WW	S	71.4
Minnesota	P	WW	C	90
Mississippi	N	NA	NA	NA
Missouri	P	WC	C	15
Montana	P	WW	C	52
Nebraska	P	WW	C	85
Nevada	N	NA	NA	NA
New Hampshire	F	WW	C	90
New Jersey	F	WW	S	80
New Mexico	P	WC	S	30
New York	P	WW	S	93
North Carolina	N	NA	NA	NA
North Dakota	N	NA	NA	NA
Ohio	F	WW	S	80
Oklahoma	N	NA	NA	NA
Oregon	P	WW	C	92.6
Pennsylvania	F	WW	C	86
Rhode Island	P	WW	S	83
South Carolina	N	NA	NA	NA
South Dakota	P	WC	C	8
Tennessee	N	NA	NA	NA
Texas	N	NA	NA	NA
Utah	N	NA	NA	NA
Vermont	P	WW	C	95+
Virginia	N	NA	NA	NA
Washington	P	WC	S	66
West Virginia	N	NA	NA	NA
Wisconsin	P	WW	C	NA
Wyoming	N	NA	NA	NA
Puerto Rico	P	(1)	S	NONE

KEY:

P = Partially Unionized
F = Fully Unionized
N = Not a Union State

WC = Working Conditions Only
WW = Wages and Working Conditions
NC = Collective Bargaining Does Not Cover Wages and Working Conditions

NA = Not Applicable
C = Central Personnel
S = Separate Agency

Table 13A - Footnotes:

California	(1) Within civil service workforce, approximately 30,000 managerial, supervisory, confidential and excluded employees are not covered by collective bargaining agreements. All of the state's remaining employees have been covered, although due to a current impasse in bargaining, these agreements have expired.
Delaware	(1) Merit agencies' agreements cover wages only; State police, transit, and higher education agreements cover wages and working conditions.
Puerto Rico	(1) Apart from the certified unions which bargain wages and working conditions Puerto Rico also has employees bonafide associations that only bargain working conditions.

International Affiliations of Union Organizations

Alaska -- Masters, Mates and Pilots, Marine Engineers Beneficial Association, Inland Boatmans Union, AFSCME, AFT-AFL-CIO, NEA.

Arkansas -- AFL-CIO.

California -- AFL-CIO.

Colorado -- AFL-CIO.

Delaware -- AFSCME, Laborer's International Union, United Food and Commercial Worker's Union, FOP, NEA.

Florida -- AFSCME Council 79, AFL-CIO, FNA, FPBA, FPD, FPPNEA.

Illinois -- AFSCME, AFL-CIO, Teamsters, American Nurses Association.

Indiana -- AFL-CIO.

Iowa --AFSCME, AFL-CIO, State Police Officers Council.

Kansas -- American Federation of Teachers, AFSCME, NAGE, Service Employees International.

Maine -- AFSCME, SEIU.

Maryland -- AFL-CIO, Teamsters.

Massachusetts -- AFL-CIO, Service Employees International Union.

Michigan -- AFL-CIO, AFSCME, UAW, SEIU.

Minnesota -- AFSCME.

Missouri -- AFSCME, Communications Workers, Service Employees.

Montana -- AFSCME, Teamsters, United Food and Commercial Workers, Craft Council, Laborers International Union of North America, AFL-CIO, AFT, NEA, IAM, IBEW, Carpenter, ANA, Operating Engineers, Plumbers, Painters.

Nebraska -- AFSCME.

New Hampshire -- SEIU, IBPO.

New Jersey -- AFSCME, Communication Workers of America, International Federation of Professional and Technical Engineers, Service Employee International Union, American Federation of Teachers.

New Mexico -- AFSCME, CWA, United Brotherhood of Carpenters.

New York -- AFSCME, AFL-CIO, Teamsters.

Ohio -- Fraternal Order of Police, AFSCME, United Food and Commercial Workers, NEA, SEIU, FOP, AFL-CIO.

Oregon -- AFSCME, Teamsters, SEIU, GCIU, OEA/NEA, AFL-CIO.

Pennsylvania -- AFL-CIO.

Rhode Island -- AFL-CIO, IFPTE, Laborer's.

South Dakota -- AFSCME, NEA.

Texas -- CWA.

Washington -- AFL-CIO.

Wisconsin -- AFSCME, AFT, SEIU.

Puerto Rico -- AFL-CIO, United Automobile, Aerospace, and Agricultural Workers of America, National Federation of Federal Employees.

• TABLE 13B •
COLLECTIVE BARGAINING AND EMPLOYEE ORGANIZATIONS IN THE STATES

	# of Bargaining Units in State	# of Employee Organizations Representing State Workers
Alabama	3	4
Alaska	11	11
Arizona	NA	NA
Arkansas	NA	2
California	21	13
Colorado	NA	2
Connecticut	30	29
Delaware	43	8
Florida	8	4
Georgia	NA	NA
Hawaii	12	4(1)
Idaho	NA	NA
Illinois	25	5
Indiana	11	3
Iowa	13	3
Kansas	40	13
Kentucky	NA	NA
Louisiana	NA	NA
Maine	7	3
Maryland	NA	5
Massachusetts	12	8
Michigan	11	8
Minnesota	16	6
Mississippi	NA	NA
Missouri	8	4
Montana	77 (1)	20
Nebraska	12	3
Nevada	NA	3
New Hampshire	27	2
New Jersey	16	9
New Mexico	18	4
New York	13	8
North Carolina	NA	NA
North Dakota	NA	2
Ohio	21(1)	5
Oklahoma	NA	1
Oregon	30	9
Pennsylvania	70	15
Rhode Island	117	23
South Carolina	NA	NA
South Dakota	2	1
Tennessee	NA	NA
Texas	NA	2
Utah	NA	1
Vermont	4	1
Virginia	NA	NA
Washington	89	12
West Virginia	NA	NA
Wisconsin	9	9
Wyoming	NA	1
Puerto Rico	446	411

KEY: ***NA = Not applicable***

Footnotes:

Hawaii (1) Classified -3; ACL-4

Ohio (1) 15 bargaining units exist for those agencies under the control of the governor; Three of the four elected officials have one bargaining unit each and the fourth elected official has three.

Montana (1) Does not include university system which has approximately 20 units.

• TABLE 14 •
GRIEVANCE PROCEDURES

	Number of Steps in Individual Agency Grievance Procedure	Number of Steps in Centralized Appeal Process	Separate Agency which Investigates and Hears ALJ Appeals
Alabama	VARIES	-	-
Alaska	3	1	-
Arizona	VARIES	1	Personnel Board
Arkansas	5	5	State Grievance Review Committee (1)
California(a)	4	2	-
California(b)	-	-	-
Colorado	4	(1)	-
Connecticut	1-2(1)	1(2)	-
Delaware	3-4	1	State Labor Relations Services/Personnel Office
Florida	4	(1)	Public Employees Relations Commission
Georgia	3	3	-
Hawaii	3(1)	2	State Civil Service Commission
Idaho	3-6	2	-
Illinois	3	2	Central Management Services
Indiana	3	2	State Employees' Appeals Commission
Iowa	4(1)	4	Public Employment Relations Board (PERB)
Kansas	8(1)	(1)	-
Kentucky	5	4	State Personnel Board
Louisiana	3	3	-
Maine	2	1	Bureau of Employee Relations
Maryland	2	(1)	Office of Administrative Hearings
Massachusetts	2	4	Office of Employee Relations(1)
Michigan	3	2	Employment Relations Board
Minnesota	3	1	-
Mississippi	3	2	Employee Appeals Board/State Personnel Board
Missouri	3-6	2(1)	-
Montana	3	4	Labor and Industry Board of Personnel Appeals(1)
Nebraska	3	3	State Personnel Board
Nevada	3	1	Employee Management Committee
New Hampshire	4	4	Public Employees Labor Relations Board
New Jersey	2	1(1)	Department of Personnel(1)
New Mexico	4	2	State Personnel Office
New York	(1)	(1)	Governor's Office of Employee Relations(1)
North Carolina	3	2	Office of Administrative Hearings
North Dakota	3 (USUALLY)	1	(1)
Ohio	3	2	Office of Collective Bargaining(1)
Oklahoma	VARIES	VARIES	Merit Protection Commission
Oregon	VARIES	1(1)	-(2)
Pennsylvania	3	2	State Civil Service Commission
Rhode Island	4	2	Labor Relations
South Carolina	VARIES	3	(1)
South Dakota	3	5	-
Tennessee	-	5	-
Texas	VARIES	-	-
Utah	4-6	4-6	Career Service Review Board
Vermont	2	5	-
Virginia	3	2	Department of Employee Relations Counselor
Washington	3	(1)	(2)
West Virginia	4	-	Education and State Employees Grievance Board
Wisconsin	4	-	Department of Employment Relations
Wyoming	2	1	-
Puerto Rico	NA	6	Board of Education of the Personnel Admin. System

Table 14 - Footnotes:

In reference to State or Jurisdiction:

(a) California Department of Personnel Administration
(b) California State Personnel Board

In reference to collective bargaining in the states:

Arkansas	(1) Comprised of state employees.
Colorado	(1) Certain actions are appealable to the Personnel Board; other actions are appealable to the Personnel Director; decision of either may be appealed to the courts.
Connecticut	(1) Varies by bargaining unit – 1 to 2 steps. (2) 1 step plus arbitration.
Florida	(1) Administered by the Public Employees Relations Commission.
Hawaii	(1) No more than 3.
Iowa	(1) 2 steps if case involves suspension.
Kansas	(1) There is no centralized appeal process. The Department of Administration grievance process has eight steps. It is used as a model for other agencies.
Maryland	(1) Dissatisfied with the decisions rendered within their respective agencies, employees may appeal to the Office of Administrative Hearings for a *de novo* hearing at the 3rd step of the process. After that, the only recourse is to appeal to Circuit Court.
Massachusetts	(1) The central personnel agency (Department of Personnel Administration) investigates and hears appeals of classification and civil service matters. Grievances are handled by the Office of Employee Relations exclusively.
Missouri	(1) Discipline only.
Montana	(1) Board of Personnel Appeals handles classification and pay appeals for all classified employees and grievances for non union Department of Transportation and Fish, Wildlife, Park employees only.
New Jersey	(1) Contractual violations go to arbitration; non-contractual appeals go to Department of Personnel.
New York	(1) The Governor's Office of Employee Relations (GOER) reviews all grievances and represents the state at arbitration. Grievance Procedures: Each bargaining unit has separate procedures. Generally there are two steps at the agency level, one step for central review by GOER, and the final step is binding arbitration.
North Dakota	(1) The State Personnel Board hears appeals, and the Office of Administrative Hearings conducts the evidentiary hearings.
Ohio	(1) The Office of Collective Bargaining handles all grievances once they are appealed to level 4 and 5 (arbitration).
Oregon	(1) Plus arbitration. (2) Investigations are at the agency level and added to or continued at entire level before arbitration. The State Employment Relations Board hears all appeals regarding ULP's on various petitions.
South Carolina	(1) Division of Human Resource Management investigates (mediates); State Employee Grievance Committee hears appeals.
Washington	(1) 2 steps for allocation appeals and 1 for disciplinary appeals. (2) Washington State Personnel Appeals Board (hears only classification and disciplinary appeals); Washington State Personnel Board (hears only application rejections and examination issues).

Chapter 6
Classification and Compensation

More comprehensive information was collected in the 1991 edition of this survey on classification and compensation in the states, including whether states conduct classification compliance audits, number of audits conducted each year, how compensation schedules are determined, salary increase plans, compensation factors related to the Fair Labor Standards Act and a variety of miscellaneous compensation factors.

Table 15
Classification and Plans

Table 16
Classification and Compensation Plans

Table 17
Salary Increase Plans: Merit Increases

Table18
FY 90 & FY 91
Merit and Across the Board Increases

Table 19
Compensation Factors (Fair Labor Standards Act)

Table 20
FY 90 & FY 91
Overtime Administration

Table 21A
Miscellaneous Compensation Factors

Table 21B
Miscellaneous Compensation Factors

Table 22A
Compensation Factors: Per Diem Rates

Table 22B
Compensation Factors Per Diem Rates

Table 15 provides information on the legal basis for state classification systems and the current number of classifications in each state. The number of classifications varies widely from 551 in South Dakota to 7,300 in New York. The average number of classifications is 1,969. The number of employees covered by those classifications range from 6,989 in Vermont to 200,000 in New York. The average number of employees covered is 44,949. Twenty states require a periodic comprehensive classification plan review.

In Table 16, Iowa, Kansas, Maine, Maryland, Nevada, Utah, Virginia, Washington, Wisconsin and Puerto Rico report that they are currently undergoing comprehensive reviews of their classification systems. Missouri reports it has not undergone such a review since 1946. Thirty-nine states indicate they conduct classification compliance audits. The number of audits tends to vary each year, but of those reporting, it ranges from one in Massachusetts to 4,500 in New Mexico*. Table 16 also indicates the legal basis for each states' compensation plan and tells how compensation schedules are determined. In 12 states, the legislature exclusively determines the compensation schedules, in 19 states the personnel department determines it; and in the remainder it is determined by collective bargaining or a combination of the personnel department and legislature.

Thirty-one states report they have a regular program for awarding merit increases, as shown in Table 17. Fifteen states have a regular program for awarding lump sum merit increases.

Twenty-seven states indicated that no merit increases were given in FY 91. Of those states that reported giving such increases, the average percent increase was 3.97 percent. Of the states that provided merit increases in FY90 to classified employees, the percentage of employees who received the increases ranged from .005% in Vermont to 98% in Arkansas, Idaho and Maine. Fifteen states also reported that they did not give any across the board increases in FY 91. Of those 34 that did provide across the board increases, increases ranged from one percent in Rhode Island to 7.5% in Alabama. Detailed information on the merit and across the board increases is found on Table 18.

** Some states reported the number of individual positions that were audited while other states reported the number of audits (which would include the number of positions).*

Table 19 provides information on compensation factors relating to the Fair Labor Standards Act. This table provides the average number of hours worked per week by both FLSA exempt and non-exempt employees in each state and the rate of stand-by pay. Forty-six states reported that they provide a shift differential for those working evening or night shifts. On Table 20 thirty-eight states indicate that they budget for overtime pay. Of those states that do not budget for overtime, an explanation for how overtime is paid is included.

Tables 21 through 22B provide information on a variety of miscellaneous compensation factors, including travel and per diem rates in each state. ▶

• TABLE 15 •
CLASSIFICATION PLANS

	Legal Basis for Classification	Current Number of Classifications in State	Number of Employees Covered by these Classifications	Requirement for Periodic Comprehensive Classification Review Plan
Alabama	S	1,600	28,000	*
Alaska	S	1,050	13,500	-
Arizona	S,R	1,500	27,000	-
Arkansas	S	1,900	23,000	-
California(a)	C,S	4,324	179,000	-
California(b)	-	-	-	-
Colorado	C,S,R	1,348	27,000	-
Connecticut	S	2,600	50,000	*
Delaware	S	1,434	11,500	*
Florida	S	1,596	108,232	*
Georgia	S	1,570	58,000	-
Hawaii	S	1,660	22,682	-
Idaho	S	1,550	10,200	*
Illinois	S	1,680	64,187	-
Indiana	S,R	1,500	38,470	-
Iowa	S	1,250	20,000	*(ongoing)
Kansas	S,R,EO	1,142	29,196	*
Kentucky	S	1,614	31,907	-
Louisiana	C	3,800	60,000	-
Maine	S	1,500	12,900	*
Maryland	S,R	3,000 (approx.)	61,933(1)	-
Massachusetts	S	1,150 (approx.)	72,000	-
Michigan	C	2,700	61,519	*
Minnesota	S	2,140	40,727	-
Mississippi	S	2,053	28,242	*
Missouri	S	1,100	30,000	-
Montana	S	1,350 (approx.)	12,862	-
Nebraska	S	1,300	14,000	-
Nevada	S,R	1,300	11,000	*
New Hampshire	R	1,490	9,000	*
New Jersey	S	6,400	78,000	-
New Mexico	S,R	1,200	17,000	-
New York	S	7,300(1)	200,000	-
North Carolina	S	3,500	73,167	-
North Dakota	S	1,075	9,743	-
Ohio	S	1,804	55,523	*
Oklahoma	S	1,418	33,845	-
Oregon	S	1,100	30,000	-
Pennsylvania	S	2,782	83,473(1)	-
Rhode Island	S	1,500	19,000	*
South Carolina	S	2,318	64,870	*
South Dakota	S	551	8,400	-
Tennessee	S	2,258	40,425	-
Texas	S,(1)	1,339	108,455	*
Utah	S	2,500	15,000	*
Vermont	S	1,280	6,989	-
Virginia	S	1,888	83,641	*
Washington	S,R	2,100	48,924	-
West Virginia	S,R	2,000 (approx.)	22,000	-
Wisconsin	C,S	2,000	60,000	*
Wyoming	S	774	9,480	*
Puerto Rico	S	1,107	68,421	-
Total				20

KEY: *C = Constitution* *CB = Collective Bargaining* *S = Statute* *R = Regulation* *EO = Executive Order*

Footnotes:

In reference to State or Jurisdiction:

(a) California Department of Personnel Administration
(b) California State Personnel Board

In reference to classification and compensation plans:

Maryland (1) Excluding University of Maryland and Mass Transit operations.
New York (1) More than 7,300 titles used in the Classified Service (does not include trainee titles and language parenthetics).
Pennsylvania (1) 77,882 salaried and 5,591 wage
Texas (1) Appropriations Act also

• TABLE 16 •
CLASSIFICATION AND COMPENSATION PLANS

	Date of Most Recent Comprehensive Review of Classification System	Conduct Classification Compliance Audits	Number of Audits Conducted Each Year	Legal Basis for Compensation Plan	Compensation Schedules Determined by
Alabama	1982	-	-	S	P
Alaska	1960	•	(1)	S	L
Arizona	NA	•	(1)	NA	L
Arkansas	1988-1990	•	(Varies)	S	L
California(a)	NA	•	(1)	S,CB	P,O(2)
Colorado	1991	•	(1)	S,R	P
Connecticut	1990	-	-	CB	P
Delaware	1987	•	350 (approx.)	S	L
Florida	1985	•	(1)	S	L
Georgia	1978	•	NA	S	P
Hawaii	NA	-	NA	S	O(1)
Idaho	1991	•	2000	S	L
Illinois	1969	-	-	S,R,CB	P
Indiana	1974-76(1)	-	-	S,R	P
Iowa	(ongoing)	•	NA	S,R,EO,CB	P
Kansas	(ongoing) (1)	•	268	S,R,EO	P,O(2)
Kentucky	1982	-	-	S,R	P
Louisiana	1987	•	(varies)	C	P
Maine	(ongoing)	•	(varies)	S,R,CB	P,L,O(1)
Maryland	(ongoing)	•	145	S,R	P,L
Massachusetts	1980	•	1	S,CB	P(1),L(2),O(3)
Michigan	1991	•	500 (approx.)	C	P
Minnesota	1978	-	-	S,CB	P,O(1)
Mississippi	1990	•	60 (approx.)	S	P
Missouri	1946	-	-	S	P
Montana	1990	•	NA	S,CB	L
Nebraska	(1)	•	500	S,CB	P
Nevada	(ongoing)	•	(1)	S	P
New Hampshire	1991	•	(1)	CB	L
New Jersey	1990	-	-	S,CB	P,O(1)
New Mexico	1989	•	4,500	S,R	P,L
New York	1984-1985	•	6-10	S,CB	O(1)
North Carolina	(1)	•	5(2)	S	O(3)
North Dakota	1987-1988	-	-	S	O(1)
Ohio	1987-1990	•	200	S,CB	L,O(1)
Oklahoma	1981	•	2,800	S	L
Oregon	1984-1990	•	12-15(1)	S,CB	P,O(2)
Pennsylvania	1989	•	(1)	EO,CB	P
Rhode Island	1989	•	200	S	P
South Carolina	1991	•	853(1)	S	O(2)
South Dakota	1985-1986	•	300	S	P
Tennessee	1984	•	275 (approx.)	S	P,L
Texas	(1)	•	17-20(2)	S,(3)	L
Utah	(ongoing)	-	-	S	L
Vermont	1986	-	-	S,CB	O(1)
Virginia	(ongoing)	•	NA	S	P,L
Washington	(ongoing)	•	475	S,R	L
West Virginia	1984	•	200	S,R	P
Wisconsin	(ongoing)	•	52	C,S,CB	NA
Wyoming	1989	•	200	S	P
Puerto Rico	(ongoing)	•	500	S	O(1)
Totals		39			

KEY: ***C** = Constitution* ***R** = Regulation* ***NA** = Not Available* ***P** = Personnel Department* ***O** = Other* ***S** = Statute* ***EO** = Executive Order* ***L** = Legislature* ***CB** = Collective Bargaining*

Note: Some states reported audits of agencies; other states reported the number of position audits. Please contact directly in case of question.

Table 16 - Footnotes:

In reference to State or Jurisdiction:

(a) California Department of Personnel Administration

In reference to classification and compensation:

Alaska	(1) 1 audit per 300 positions.
Arizona	(1) 3-5 total job families
California	(1) 50% of the State agencies per year. (2) Collective bargaining
Colorado	(1) Four to five agencies are audited (random sample) each year.
Florida	(1) Audits conducted as needed.
Hawaii	(1) Collective bargaining
Indiana	(1) Reviewed in 1989-90; Results not yet implemented. Current Classification Plan implemented in 1977-78.
Kansas	(1) The review of all classified jobs are to be completed by the beginning of fiscal year 1992. The review is ongoing. (2) Approval by Governor - compliance audits - agencies with decentralized classification authority are audited annually by the Centralized Personnel Department.
Maine	(1) Wages and salaries for majority of state employees are negotiated.
Massachusetts	(1) Management compensation schedules (2) All department compensation schedules approved by legislature. (3) Office of Employee Relations determines non-management compensation schedules.
Minnesota	(1) Collective bargaining
Nebraska	(1) No single comprehensive review -- periodic review of components.
Nevada	(1) There are three agencies which handle their own classification activity. They are audited every other year.
New Hampshire	(1) Moratorium for past two years.
New Jersey	(1) Department of Personnel assigns salary ranges -- increases to ranges are negotiated.
New York	(1) Salary schedules are set through negotiations for represented employees; management salary schedules are set by law.
North Carolina	(1) There has been no review of the classification system since it was established. (2) 5 Agencies per year. (3) State Personnel Commission (with funding from the legislature).
North Dakota	(1) The Personnel Division recommends schedules within Legislative Appropriations. The State Personnel Board has approval authority.
Ohio	(1) Collective bargaining
Oregon	(1) 12 to 15 agencies reviewed per year. (2) Collective bargaining with approval of legislature.
Pennsylvania	(1) 15% of all agency classification actions.
South Carolina	(1) 853 audits by the centralized state office; individual agencies conduct their own audits.
Texas	(1) Reviewed each biennium in conjunction with budget and appropriation process. (2) 17 to 20 agencies reviewed per year (3) Appropriations Act
Vermont	(1) Collective bargaining or Executive Approval
Puerto Rico	(1) Prepared by Personnel Department and approved by the Legislature.

• TABLE 17 •
SALARY INCREASE PLANS:
Merit Increases

	Regular Program for Awarding Merit Increases	Regular Program for Awarding Lump Sum Merit Increases
Alabama	•	-
Alaska	•	-
Arizona	(1)	(1)
Arkansas	•	-
California	•	•
Colorado	•	-
Connecticut	•	•(1)
Delaware	-	-
Florida	-	•
Georgia	•	-
Hawaii	-	-
Idaho	•	•
Illinois	•	-
Indiana	-	-
Iowa	•	-
Kansas	-	-
Kentucky	•	•
Louisiana	•	-
Maine	•	-
Maryland	-	-
Massachusetts	•	•(1)
Michigan	-	-
Minnesota	•	•
Mississippi	-	-
Missouri	-	-
Montana	-	-
Nebraska	•	•
Nevada	•	-
New Hampshire	•	-
New Jersey	•	-
New Mexico	-	-
New York	•	•
North Carolina	•	•(1)
North Dakota	-	-
Ohio	-	-
Oklahoma	-	-
Oregon	•	-
Pennsylvania	-	-
Rhode Island	•	•
South Carolina	•	-
South Dakota	-	•(1)
Tennessee	-	-
Texas	•	•
Utah	•(1)	-
Vermont	•	•
Virginia	•(1)	-
Washington	-	-
West Virginia	•	-
Wisconsin	-	•
Wyoming	•	-
Puerto Rico	•	-
Totals	31	15

Footnotes:

Arizona (1) Rules provide for; funding is not always provided.
Connecticut (1) For managers only.
Massachusetts (1) For non-management, although funding currently not available.
North Carolina (1) Lump sum increases are only given to employees eligible for a merit increase, but with a salary at the maximum of their assigned salary range.
South Dakota (1) FY 91 a one time merit increase was awarded, none will be award in FY 92.
Virginia (1) Employees at maximum of salary ranges receiving an exceptional performance evaluation are eligible to receive a 3% bonus.
Utah (1) Annually awarded if funding available.

• TABLE 18 •
FY 90 AND 91
MERIT AND ACROSS THE BOARD INCREASES

	Average Percent Merit Increase for FY 91	Percent of Classified Employees Received Merit Increase FY 90	Percent Across the Board Increase in FY 91
Alabama	5	50	7.5
Alaska	3.25	75	5
Arizona	NG	57	NG
Arkansas	2.5	98	3
California(a)	5	49 (approx.)	5
Colorado	5(1)	50(2)	NG
Connecticut	NG	80 (approx.)	NG
Delaware	NG	NG	4
Florida	NG	NG	NG
Georgia	NG	NG	NG
Hawaii	NG	NG	(1)
Idaho	5.3	98	NG
Illinois	4.5(1,2)	49.15(2)	4.5
Indiana	NG(1)	NG(1)	NG
Iowa	(1)	50(2)	NG
Kansas	NG	NG	4(1)
Kentucky	NG	NG	5
Louisiana	4	99	4
Maine	4.5	98(1)	(2)
Maryland	NG	NG	4
Massachusetts	4.5	41	NG
Michigan	NG	NG	4
Minnesota	3.5	50	5
Mississippi	NG	NG	5(1)
Missouri	NG(1)	85	NG
Montana	NG	NG	2.5(1)
Nebraska	5	5	3
Nevada	4.5	(unknown)	5
New Hampshire	4	30	5
New Jersey	5	96	4.5
New Mexico	NG	NG	1.5
New York	NG	31	(1)
North Carolina	2.71	66.23	4
North Dakota	NG	NG	4
Ohio	NG	NG	4
Oklahoma	NG	NG	4
Oregon	4.75	86	4.5
Pennsylvania	NG	NG	(1)
Rhode Island	1	83	1
South Carolina	2	NG	2.5
South Dakota	NG	NG	3(1)
Tennessee	NG	NG	6
Texas	3.4	24	NG
Utah	NG	95	3
Vermont	NG	.005	4
Virginia	NG	NG	NG
Washington	NG	NG	6
West Virginia	5	25	5(1)
Wisconsin	NG	NG	NG
Wyoming	3	NG	NG
Puerto Rico	NG	NG	NG

KEY:
***NG** = None given*

Table 18 - Footnotes:

In reference to State or Jurisdiction:

(a) California Department of Personnel Administration
(b) California State Personnel Board

In reference to Personnel Jurisdiction Budgets, Percent Increase and Fund Source in Millions:

Colorado	(1) 5% between steps -- given on anniversary date with satisfactory performance. (2) Approximately 50% of total employees receive step increases.
Indiana	(1) Unknown at this date - data to be gathered.
Hawaii	(1) Varies by bargaining unit.
Illinois	(1) Collective bargaining includes: 20,397 @ 4.28% and 7,389 @ 5.4%. (2) Includes longevity pay step increases in range.
Iowa	(1) FY 91 YTD 5.4% noncontract, 5% contractual. (2) Low percentage due to number of employees at top of range.
Kansas	(1) 4% (COLA and step movement).
Maine	(1) Approximately 98% of the employees eligible for a merit increase in FY 1990 were granted a merit increase. Employees at the top step of their salary grade are not eligible for a merit increase. Approximately 52% of the 12,900 employees now employed are at their maximum salary step. (2) 3% October 1990 and 3% April 1991.
Mississippi	(1) 5% or $125 per month, whichever was greater.
Missouri	(1) No "Merit" increases; "Within Grade" advancements of approximately 2%.
Montana	(1) FY 91 increase was $560 or 2.5%, whichever was larger.
New York	(1) Negotiations continuing at time of survey response.
Pennsylvania	(1) 5% July 1990, and 1% January 1991.
South Dakota	(1) 3% plus 2% to employees under midpoint of their range.
West Virginia	(1) Approximately 5% ($1,008 per employee) per year.

• TABLE 19•
COMPENSATION FACTORS
(Fair Labor Standards Act)

	Average # of hours worked per week by FLSA exempt employees	Average # of hours worked per week by FLSA non-exempt employees	Rate of stand-by pay	Shift differential for those working evening or night shift
Alabama	40	40	NA	Y
Alaska	40	38	NA	Y
Arizona	40	40	O(1)	Y
Arkansas	40	40	NA	Y
California	40	40	O(1)	Y
Colorado	40	40	O(1)	Y(some classes)
Connecticut	35+	35	VARIES	Y
Delaware	37.5	37.5	O(1)	Y
Florida	40	40	HC(1),O(2)	Y
Georgia	40	40	NA	Y
Hawaii	40	40	O(1)	Y
Idaho	40	40	NA	Y
Illinois	37.5	37.5	HC	Y
Indiana	FN	FN	NA	N
Iowa	40+	40	O(1)	Y
Kansas	FN	FN	O(1)	Y
Kentucky	37.5	37.5	O(1)	Y
Louisiana	FN	FN	NA	Y
Maine	40	40	O(1)	Y
Maryland	40	40	NA	Y
Massachusetts	37.5	37.5	O(1)	Y
Michigan	40	40	O(1)	Y
Minnesota	39.5	37.1	O(1)	Y
Mississippi	45	40	O(1)	Y
Missouri	FN	FN	NA	Y
Montana	FN	40	NA	N
Nebraska	40	40	O(1)	Y
Nevada	40	40	O(1)	Y
New Hampshire	37.5	38.75	O(1)	Y
New Jersey	37.5	37.5	HT	N
New Mexico	FN	FN	VARIES	Y
New York	(1)	(1)	OHT	Y
North Carolina	40	40	O(1)	Y
North Dakota	FN	FN	NA	Y
Ohio	40	40	O(1)	(Depends upon class)
Oklahoma	40	40	NA	Y
Oregon	40	40	O(1)	Y
Pennsylvania	37.5	38.2	O(1)	Y
Rhode Island	40-50	35-40	O(1)	Y
South Carolina	40	40	O(1)	Y
South Dakota	40	40	O(1)	Y
Tennessee	37.5	37.5	O(1)	Y
Texas	40	40	O(1)	Y(some classes)
Utah	40	40	O(1)	Y
Vermont	40	40	O(1)	Y
Virginia	40	40	OHC	Y
Washington	40	40	VARIES	Y
West Virginia	40	40	HT	N
Wisconsin	40	40	O	Y
Wyoming	40	40	NA	Y
Puerto Rico	37.5	37.5	HT	Y
Totals				46

KEY: ***HT*** *= Hour for Time off* ***HC*** *= Hour for hour cash* ***OHT*** *= 1/2 time off* ***OHC*** *= Cash payment* ***O*** *= Other*
FN *= Figure Not Available*
NA *= Not Applicable*

Table 19 - Footnotes:

Arizona	(1) Employee regular rate of pay; all standby duty counts in determinng eligibility for overtime compensation. Standby duty means the requirement imposed upon an employee by an agency to remain at the employee's duty location or other designated location at any time when the employee is not scheduled to work.
California	(1) Typical provision is one hour CTO for four hours of standby.
Colorado	(1) $2.40 an hour assigned to on-call (standby).
Delaware	(1) 5% differential for standby status and overtime payment for hours actually "called back" to work.
Florida	(1) For any day other than Saturday, Sunday, or a holiday. (2) One-fourth of the statewide hourly minimum for the employee's class for each hour the employee is required to be available on Saturday, Sunday, or a holiday.
Iowa	(1) 10% of hourly rate.
Kansas	(1) $1 per hour.
Kentucky	(1) "On-call" -- certain percentage of salary is provided until activated.
Maine	(1) 16% of regular hourly rate.
Massachusetts	(1) Not to exceed $10.
Michigan	(1) One hour straight time for each 5 hours on on-call duty.
Minnesota	(1) One-quarter hour for each clock hour.
Mississippi	(1) One-tenth of a person's hourly rate for the number of hours on call.
Nebraska	(1) $.50 per hour for each hour "on-call".
Nevada	(1) 5% of base hourly rate for each hour in standby status.
New Hampshire	(1) Counts as time worked.
New York	(1) 50% work 37.5 hours per week; 50% work 40 hours per week.
North Carolina	(1) On-call 8 hours receives 1 hour compensatory time; or $.94 per hour ($7.52 per shift).
Ohio	(1) Minimum 4 hours or time worked, whichever is greater if employee qualifies.
Oregon	(1) One hour of pay for each 6 hours of standby.
Pennsylvania	(1) 25% of base pay or compensatory time off equivalent to 25%.
Rhode Island	(1) Dependent on contract -- generally 3 hours for on-call time, 4 hours if called.
South Carolina	(1) $1 per hour.
South Dakota	(1) If worked at regular pay, if not worked at no pay.
Tennessee	(1) There is no premium for stand-by pay in addition to FLSA requirements.
Texas	(1) Only given to FLSA non-exempt if eligible -- cash or comp time.
Utah	(1) On-call -- 1 hour is paid for every 12 hours the employee is on-call.
Vermont	(1) One-fifth of hourly rate for non-supervisors; one-eighth of hourly rate for supervisors.

• TABLE 20 •
FY 90 AND 91
OVERTIME ADMINISTRATION

	State Budget for Overtime Pay	If not, How is Overtime Paid
Alabama	N	Compensatory Time
Alaska	Y	NA
Arizona	[(1)]	
Arkansas	Y	NA
California	Y	NA
Colorado	N	Paid out of personal services budget line
Connecticut	Y	NA
Delaware	Y	NA
Florida	N	1.5 X SALARY; Funds paid from regular salary budget
Georgia	[(1)]	
Hawaii	Y	NA
Idaho	Y	NA
Illinois	Y	NA
Indiana	Y	NA
Iowa	Y	NA
Kansas	Y	NA
Kentucky	N	Ad hoc
Louisiana	N	If excess money is available at FY end
Maine	N	From salary savings
Maryland	Y	Some OT dollars are specifically budgeted, but any funds may be used
Massachusetts	Y	NA
Michigan	Y	NA
Minnesota	Y	NA
Mississippi	Y	NA
Missouri	N	"Turnover savings"
Montana	Y(1)	Vacancy savings or redirected operating costs
Nebraska	[(1)]	
Nevada	N	Combination of compensatory time off and salary savings
New Hampshire	Y	NA
New Jersey	Y	NA
New Mexico	Y	(1)
New York	Y	Some fund OT is budgeted; Additional costs absorbed by regular salary fund
North Carolina	NA	NA
North Dakota	N	Salary line item budget (Not appropriated separately)
Ohio	Y	NA
Oklahoma	Y	NA
Oregon	Y	NA
Pennsylvania	Y	NA
Rhode Island	Y	NA
South Carolina	Y	NA
South Dakota	Y	NA
Tennessee	Y	(1)
Texas	N	Within appropriations for salaries
Utah	N	NA
Vermont	Y	NA
Virginia	Y	NA
Washington	Y	(1)
West Virginia	Y	NA
Wisconsin	Y	NA
Wyoming	Y	NA
Puerto Rico	N	Compensatory time
Totals	38	

KEY: ***NA** = Not applicable*

Table 20 - Footnotes:

Arizona	(1) Overtime is funded in four ways: a. budget appropriations b. vacancy saving c. compensatory d. non-appropriated fund sources
Georgia	(1) Some budget funds are allowed, but many agencies award annual leave at 1.5 times to compensate for overtime.
Montana	(1) Overtime is budgeted on a case by case basis with each agency by the legislature every 2 years.
Nebraska	(1) Some agencies are funded, others must use comp time instead of pay or use vacancy savings or some other form of savings.
New Mexico	(1) State budgets for overtime payments only in larger agencies. Smaller agencies must pay overtime under FLSA and must make it up through vacancy savings.
Tennessee	(1) In compliance with the Fair Labor Standards Act, non-exempt employees' overtime payment schedule is as follows: Overtime hours worked are compensated with straight time cash with two exceptions, 1. hours actually worked in excess of 40 in a work week are compensated with premium 1.5 times rate cash overtime; 2. time worked on a holiday and holidays falling on an employee's regular day off are compensated with straight comp time. Exempt employees receive regular comp time for hours worked in excess of 37.5 in a work week. Executive exmployees are excluded from overtime compensation.
Washington	(1) Varies by agency. Agencies that have not budgeted enough for overtime could pay with unbudgeted savings, for example, vacancy savings.

• TABLE 21A •
MISCELLANEOUS COMPENSATION FACTORS

	Provide hazard duty pay	Offer a longevity plan	Reimburse employees for the use of their private vehicles on state business for their mileage in cents/mile	Rate in cents per mile
Alabama	Y	N	Y	25
Alaska	Y	Y	Y	NA
Arizona	Y	N	Y	25.5
Arkansas	Y	Y	Y	25
California	Y	N	Y	24
Colorado	N	N	Y	20
Connecticut	Y	Y	Y	24
Delaware	Y	N	Y	20
Florida	N	N	Y	20
Georgia	Y	Y	Y	21
Hawaii	Y	N	Y	37
Idaho	N	Y	Y	NA
Illinois	N	N	Y	24
Indiana	N	N	Y	25
Iowa	N	N	Y	21
Kansas	Y	Y	Y	26(1)
Kentucky	Y	N	Y	22
Louisiana	Y	N	Y	24
Maine	N	Y	Y	22(1)
Maryland	N	Y(1)	Y	24
Massachusetts	N	N	Y	22
Michigan	Y	Y	Y	28.5
Minnesota	N	N	Y	27
Mississippi	Y	Y	Y	22
Missouri	Y	N	Y	20.5
Montana	N	Y	Y	22
Nebraska	N	N	Y	24
Nevada	Y	Y	Y	24
New Hampshire	Y	Y	Y	27.5
New Jersey	N	N	Y	25
New Mexico	N	N	Y	22
New York	Y	Y	Y	20.5-27.5
North Carolina	N	Y	Y	(1)
North Dakota	N	N	Y	20
Ohio	Y	Y	Y	22.5
Oklahoma	Y	Y	Y	24
Oregon	Y	N	Y	22
Pennsylvania	Y	Y	Y	24
Rhode Island	N	Y	Y	22
South Carolina	N	N	Y	24.5
South Dakota	Y	Y	Y	22
Tennessee	N	Y	Y	22
Texas	Y	Y	Y	25
Utah	Y	Y	Y	26
Vermont	N	N	Y	25
Virginia	N	N	Y	(1)
Washington	Y	N	Y	26
West Virginia	N	Y	Y	23
Wisconsin	N	Y	Y	20
Wyoming	N	Y	Y	22
Puerto Rico	Y	N	Y	30
Totals	27	26	51	

KEY: NA = Not Applicable

Footnotes:

Kansas (1) If state car unavailable; 17 cents per mile if state car available but employee uses own car.
Maine (1) If handicapped, 45 cents per mile.
Maryland (1) State Police, Natural Resource Police only.
North Carolina (1) Under 60 miles, 25 cents per mile. Over 60 miles, 21 cents per mile.
Virginia (1) 24 cents if state car not available; 18 cents if state car is available, but employee uses own car.

• TABLE 21B •
MISCELLANEOUS COMPENSATION FACTORS

	Provide Auto Liability Insurance		Per Diem Rate for Meals and Lodging for State Employees on State Business Requiring Travel	
	State Owned Vehicles	Privately Owned Vehicles Used on State Business	In-State	Out-of-State
Alabama	N	N	Y	N
Alaska	Y	N	Y	Y
Arizona	Y	(1)	Y	Y
Arkansas	Y	N	Y	Y
California	Y	N	Y	Y
Colorado	N	N	Y	Y
Connecticut	N	Y	Y	Y
Delaware	Y	N	N	N
Florida	Y	N	Y	Y
Georgia	N	N	N	N
Hawaii	Y	N	Y	Y
Idaho	Y	N	Y	Y
Illinois	Y	N	Y	Y
Indiana	N	N	Y	Y
Iowa	N	N	Y	Y
Kansas	Y	N	Y	Y
Kentucky	Y	N	Y	Y
Louisiana	Y	N	Y	Y
Maine	N	N	Y	N
Maryland	Y	N	Y	Y
Massachusetts	Y	N	Y	Y
Michigan	Y	N	Y	Y
Minnesota	Y	N	Y	Y
Mississippi	N	N	Y	Y
Missouri	Y	N	(1)	(1)
Montana	Y	N	Y	Y
Nebraska	Y	Y	N	N
Nevada	Y	N	Y	Y
New Hampshire	Y	N	N	N
New Jersey	Y	N	Y	Y
New Mexico	Y	N	Y	Y
New York	Y	N	Y	Y
North Carolina	Y	N	Y	Y
North Dakota	Y	N	Y	Y
Ohio	Y	Y	Y	Y
Oklahoma	Y	Y	Y	Y
Oregon	Y	Y	Y	Y
Pennsylvania	Y	N	Y	Y
Rhode Island	Y	N	N	Y
South Carolina	Y	N	Y	Y
South Dakota	Y	N	Y	Y
Tennessee	Y	N	Y	Y
Texas	Y	Y	Y	Y
Utah	Y	(1)	Y	Y
Vermont	Y	N	Y	Y
Virginia	Y	N	N	N
Washington	Y	Y	Y	Y
West Virginia	Y	N	Y	Y
Wisconsin	Y	N	N	N
Wyoming	Y	N	Y	Y
Puerto Rico	Y	N	Y	Y
Total	43	7	43	42

Footnotes:

Arizona (1) Secondary liability insurance of private vehicles.

Missouri (1) Actual expenses paid -- limits established.

Utah (1) Secondary liability insurance of private vehicles.

• TABLE 22A •
COMPENSATION FACTORS:
Per Diem Rates

	Per diem rate for breakfast		Per Diem rate for lunch	
	In-state	Out-of-state	In- state	Out-of-state
Alabama	$ NA	$ NA	$ NA	$ NA
Alaska	8	8	9	9
Arizona	4	5	5	6
Arkansas	(1)	(2)	(1)	(2)
California	5.50	5.50	9.50	9.50
Colorado	5.50	7.50	6	8
Connecticut	5	5	7	7
Delaware	NA	NA	NA	NA
Florida	3	3	6	6
Georgia	(1)	(1)	(2)	(2)
Hawaii	(1)	(1)	(1)	(1)
Idaho	5	7.50	7	10.50
Illinois	4.50	4.50	4.50	4.50
Indiana	6	6	6	6
Iowa	3.50	5-6	4.25	6-7
Kansas	5.00	5.75 - 8.50	5.00	5.75 - 8.50
Kentucky	4	5	5	6
Louisiana	5	6	6	8
Maine	4	ACTUAL EXPENSE	6	ACTUAL EXPENSE
Maryland	4	4	7	7
Massachusetts	2.50	2.50	4	4
Michigan	5	5	6	7.50
Minnesota	6	7	7.50	8.50
Mississippi	(1)	(2)	(1)	(2)
Missouri	NA	NA	NA	NA
Montana	3.50	5.00	4.00	6.50
Nebraska	NA	NA	NA	NA
Nevada	5	5	6	6
New Hampshire	3	5	4	8
New Jersey	5	5	6.50	6.50
New Mexico	(1)	(2)	(1)	(2)
New York	3.50-7	3.50-7	0	0
North Carolina	4(1)	5(1)	6(2)	7(1)
North Dakota	3.50	6	5	9
Ohio	(1)	(2)	(1)	(2)
Oklahoma	(1)	(2)	(1)	(2)
Oregon	5.75	7	NA	7.50
Pennsylvania	4	4	7	7
Rhode Island	NA	3.25	NA	4.75
South Carolina	4	7	6	9
South Dakota	3.50	6	5.50	8
Tennessee	4	6	6	8
Texas	(1)	(2)	(1)	(2)
Utah	5	8	7	9
Vermont	4.15	5.70	5.05	6.60
Virginia	NA	NA	NA	NA
Washington	6	9	8	10
West Virginia	5	5	5	5
Wisconsin	5.90	VARIES	6.30	VARIES
Wyoming	(1)	(2)	(1)	(2)
Puerto Rico	2	4.90	4.90	6.50

KEY: ***NA** = Not applicable*

Table 22A - Footnotes:

Arkansas	(1) In state rate equals $55 per day total. (2) Out-of-state rate equals $65 per day total.
Georgia	(1) Per diem rate is $5.00 (maximum for full day 3 meals is $24.00). (2) Per diem rate is $6.50 (maximum for full day 3 meals is $24.00).
Hawaii	(1) Per diem is paid on a quarter day basis rather than separate amounts for the various meals and lodging.
Mississippi	(1) Total per diem rate for in-state is $18. (2) Total per diem rate for out-of-state is $24-40 depending on area.
New Mexico	(1) Total per diem rate for in-state is $48 (regular), $58 (high cost area). (2) Total per diem rate for out-of-states $70 (regular), $95 (high cost area).
North Carolina	(1) Reimburseable only for overnight stays or departures before 6:00 a.m. (2) Not reimburseable for day trips.
Ohio	(1) Only on overnight stays -- maximum of $14.50 for meals per diem. (2) Per diem rate for meals is $21.
Oklahoma	(1) Per diem rate for meals is $19. (2) Per diem rate for meals out-of-state is $25.
Texas	(1) Per diem rate for meals is $25. (2) Federal Flat Rate.
Wyoming	(1) Total per diem rate for in-state is $50. (2) Total per diem rate for out-of-state is $60.

• TABLE 22B •
COMPENSATION FACTORS
Per Diem Rates

	Per diem rate for dinner		Per diem rate for lodging	
	In-state	Out-of-state	In-state	Out-of-state
Alabama	$ NA	$ NA	$ NA	$ NA
Alaska	19	19	59	64
Arizona	10	12	50	(1)
Arkansas	(1)	(2)	(1)	(2)
California	17	17	79	ACTUAL COST
Colorado	14.50	14.50(1)	ACTUAL COST	ACTUAL COST
Connecticut	5	5	7	7
Delaware	NA	NA	NA	NA
Florida	3	3	6	6
Georgia	(1)	(1)	ACTUAL COST	ACTUAL COST
Hawaii	(1)	(1)	(1)	(1)
Idaho	11	16.50	ACTUAL COST	ACTUAL COST
Illinois	15	15	50-60	90
Indiana	12	12	ACTUAL COST	ACTUAL COST
Iowa	8.75	13	30	ACTUAL COST
Kansas	5.00	5.75 - 8.50	46 - 58	70 - 112
Kentucky	11	15	ACTUAL COST	ACTUAL COST
Louisiana	10	16	50	65-125
Maine	12	ACTUAL COST	ACTUAL COST	ACTUAL COST
Maryland	14	14	ACTUAL COST	ACTUAL COST
Massachusetts	7	7	ACTUAL COST	ACTUAL COST
Michigan	12.75	14	31.75	39.25
Minnesota	13.50	15.50	ACTUAL COST	ACTUAL COST
Mississippi	(1)	(2)	ACTUAL COST	ACTUAL COST
Missouri	NA	NA	NA	NA
Montana	8	12	30	50(1)
Nebraska	NA	NA	ACTUAL COST	ACTUAL COST
Nevada	13	13	34	60
New Hampshire	10	12	ACTUAL COST	ACTUAL COST
New Jersey	13.50	13.50	75	75
New Mexico	(1)	(2)	(1)	(2)
New York	9.50-27	9.50-27	40-107	40-107
North Carolina	11	14	34	41
North Dakota	8.50	15	35	ACTUAL COST
Ohio	(1)	(2)	45+	ACTUAL COST
Oklahoma	(1)	(2)	35	25-45
Oregon	NA	16.25	30.50	ACTUAL COST
Pennsylvania	13	13	ACTUAL COST	ACTUAL COST
Rhode Island	NA	10	NA	20
South Carolina	10	16	ACTUAL COST	ACTUAL COST
South Dakota	7	11	24+	100+
Tennessee	9	14	33	55
Texas	(1)	(2)	55	(2)
Utah	14	17	ACTUAL COST	ACTUAL COST
Vermont	12.85	15.80	ACTUAL COST	ACTUAL COST
Virginia	NA	NA	NA	NA
Washington	12	15	40	41-65
West Virginia	15	15	100	ACTUAL COST
Wisconsin	13.40	VARIES	45	VARIES
Wyoming	(1)	(2)	(1)	(2)
Puerto Rico	5.70	14.60	ACTUAL COST	ACTUAL COST

KEY: NA = Not applicable

Table 22B - Footnotes:

Arizona	(1) Varies by city using "Ruhzhelmer Lodging Cost Index".
Arkansas	(1) Total per diem rate for in-state is $55. (2) Total per diem rate for out-of-state is $65.
Colorado	(1) $8.50 in high cost areas.
Georgia	(1) Per diem rate is $12.50 (max for full day - 3 days is $24).
Hawaii	(1) Per diem is paid on a quarter day basis rather than separate amounts for the various meals and lodging.
Mississippi	(1) Total per diem rate for meals is $18. (2) Total per diem rate for meals is $24-40 depending on area.
Montana	(1) With exceptions for high cost cities.
New Mexico	(1) Total per diem rate is $48 (regular), $58 (high cost area). (2) Total per diem rate is $70 (regular), $95 (high cost area).
Ohio	(1) Total per diem rate for meals is $14.50. (2) Total per diem rate for meals is $21.
Oklahoma	(1) Total per diem rate for meals is $19. (2) Total per diem rate for meals is $25.
Texas	(1) Total per diem rate for meals is $25. (2) Federal Flat Rate.
Wyoming	(1) Total per diem rate is $50. (2) Total per diem rate is $60.

Chapter 7
Employee Benefits Administration

Table 23A
Traditional Benefits as Percentage of Base Salary

Table 23B
Traditional Benefits as Percentage of Base Salary

Table 24A
Miscellaneous Benefits

Table 24B
Miscellaneous Benefits: Moving Allowance Cost and Rest and Lunch Policies

Table 25A
Selected Leave Policies

Table 25B
Other Selected Leave Policies

Table 26A
Health Insurance Costs

Table 26B
Health Insurance Costs

Table 27
Dental Insurance and Flexible Benefits

Table 28
Life Insurance

Table 29
Various Types of Insurance

Table 30A
Retirement Systems

Table 30B
Retirement Systems

The comparability of categories of state employee benefits programs varies. For this reason, footnotes are provided for most states to give information on the costs associated with those benefits.

Tables 23A and 23B provide information on traditional benefits - health insurance, social security, retirement, unemployment insurance, paid holidays, vacation leave, civic and personnel leave, workers' compensation and sick leave taken - as a percentage of base salary. Footnotes provide information on the cost to the state for each benefit, where available.

Table 24A provides information on the availability of miscellaneous benefits to state employees. Thirty states report they provide parental leave and 24 states offer child care on state property. Twenty-nine states provide longevity pay. Thirty-nine states offer disability insurance and 50 offer life insurance. Forty-three states offer deferred compensation plans. Information on the costs associated with these plans is included in the footnotes. The availability of moving allowances and rest and lunch policies is detailed in Table 24B.

State employee leave policies are reported in Table 25A. The number of annual leave days that employees accrue in their first year of employment ranges from 0 in New Hampshire to 30 in Puerto Rico. In their fifth year, the number of annual leave days employees accrue per year ranges from ten in Illinois and Maryland to 30 in Puerto Rico. Fifty states report that annual leave can be carried over from year to year. Wisconsin is the only state that does not allow annual leave carryover. The number of sick leave days that can be accrued by full time employees per year varies from six in Indiana to 21 in Vermont. In all states except Louisiana, sick leave can be carried over from year to year.

In Table 25B forty-seven states report that sick leave can be taken for situations other than an employee's illness. Footnotes describe the other purposes for which it may be taken. The states report a variety of ways in which parental leave is treated. Only six states report that it is treated as maternity leave only. In Georgia and Wisconsin parental leave is treated as annual leave without pay. Connecticut treats parental leave as sick leave without pay. The remaining states use a variety of combinations. Twenty-seven states indicate they offer childcare on state property. Of those, the oldest program is in operation in New York (11 years), but most have been in existence five years or less. With the growing health care crisis, states have begun to offer donation of leave programs or leave banks for employees who are unable to work for extended periods of time due to long-term illness. Twelve states report they offer programs where leave can be donated directly to individuals, eight states offer donations to a leave bank and four states offer a combination of the two.

Tables 26A and 26B provide information on the costs of health insurance to the state and to the employee, and to the state for retirees.

Table 27 provides information on the costs for dental insurance. Thirty-five states also report in Table 27 that they offer flexible benefits plans to shelter health benefit expenses from taxes.

Information on life insurance plans is found in Table 28. Eight states report life insurance premiums are based on age; in 27 states it is based on salary and in 19 it is a fixed amount. Six states use another basis. Table 28 also provides information on the maximum dollar coverage and the point at which long term disability takes effect.

Other types of insurance offered by the states are found on Table 29. Thirty-six states report they offer liability insurance, 47 provide workers' compensation and 50 offer unemployment compensation. Forty states offer accidental death and dismemberment insurance to employees, and of those, 34 states report it is tied to the life insurance plan. Life insurance is provided in all 50 states; Puerto Rico does not provide it.

A description of retirement systems is found on Table 30A. The contribution rates as a percentage of salary for both the state and employee are included. Each state reports that it does not have a mandatory retirement age, although Puerto Rico has some requirements dependent upon the plan selected. Most states report that either five or 10 years of service are required for full vesting in a retirement system. The minimum age to retire with full benefits ranges from 50 in California to 65 in Arkansas, Georgia, Indiana, Kentucky and South Carolina. The number of years of service required before employees qualify for full retirement benefits ranges from five to 40 years. Seventeen states report that they offer early retirement incentives.

Table 30B describes the normal full benefits requirements of state employee retirement systems. Included in this table is the formula for determining the average final compensation. Forty-four states report that most of their employees participate in the social security system and 13 report that their retirement plans are integrated with the social security system. Forty state retirement plans provide cost of living adjustments. Twelve states report those adjustments are made on an ad hoc basis, while nine report adjustments are made based on changes in the consumer price index. In other states it is a combination or some other method. ▶

• TABLE 23A •
TRADITIONAL BENEFITS AS PERCENTAGE OF BASE SALARY

	Traditional Benefits - Percent			
	Health Insurance	Social Security	Retirement	Unemployment Insurance
Alabama	NA(1)	7.65	7.12	NA
Alaska	14(1)	NA	13.5(2)	1(3)
Arizona	(1)	7.51	3.82	NA
Arkansas	NA	NA	NA	NA
California(a)	12(1)	7.65	NA(2)	-
Colorado	4.19(1)	0	(2)	.148(3)
Connecticut	(1)	6.56(2)	(3)	.16(4)
Delaware	12(1)	7.65(2)	8.6(3)	.02(4)
Florida	NA(1)	15.30(2)	16.20(3)	-
Georgia	NA(1)	7.65	(2)	NA(3)
Hawaii	NA	NA	(1)	NA
Idaho	NA	NA	NA	NA
Illinois	4.55(1)	7.65(2)	3.95(3)	.43(4)
Indiana	11.47	7.65	11.00	-
Iowa	NA	-	NA	NA(1)
Kansas	NA(1)	7.65(2)	(3)	.2(4)
Kentucky	NA(1)	7.65(2)	7.45(3)	-
Louisiana	NA	-	NA	-
Maine	NA(1)	-	NA	NA
Maryland	NA	NA	NA	NA
Massachusetts	NA	-	NA	-
Michigan	9.5(1)	7.3(2)	8.7(3)	.2(4)
Minnesota	10.5(1)	7.18(2)	5.18(3)	-
Mississippi	NA	NA	NA	NA
Missouri	7.03(1)	7.65(2)	9.9(3)	.25(4)
Montana	NA(1)	6.65	6.42	.0025
Nebraska	NA(1)	NA(2)	NA(3)	NA(4)
Nevada	7.13(1)	-	17.64	-
New Hampshire	14.33(1)	7.55(2)	(3)	NA
New Jersey	-	7.65	NA(1)	.625(2)
New Mexico	NA	7.65	NA(1)	NA
New York	NA	NA	NA	NA
North Carolina	5.25(1)	7.65(2)	11.22(3)	.05(4)
North Dakota	16.57(1)	7.65(2)	9.12(3)	.295(4)
Ohio	10.04(1)	.52(2)	16.19(3)	.18(4)
Oklahoma	7.64(1)	15.3(2)	12.5(3)	.42(4)
Oregon	NA	NA	NA	NA
Pennsylvania	9.4(1)	15.3(2)	(3)	.1(4)
Rhode Island	NA	7.65	NA(1)	-
South Carolina	NA	7.65	6(1)	NA
South Dakota	5(1)	15.3(2)	10(3)	.1(4)
Tennessee	NA	7.65(1)	6.85(2)	(3)
Texas	8.9(1)	11.9(2)	7.5(3)	.1(4)
Utah	14.7(1)	7.65(2)	13.39(3)	.13(4)
Vermont	NA	NA	NA	NA
Virginia	7.46(1)	7.65(2)	10.12(3)	-
Washington	9.5(1)	7.2(2)	7.61(3)	1.14(4)
West Virginia	NA	NA	NA	NA
Wisconsin	8.6(1)	6.98(2)	10.55(3)	.16(4)
Wyoming	NA(1)	7.65	11.25	1
Puerto Rico	NA	NA	NA	NA

KEY: *- = Benefit Not Available*
NA = Percentage Figure Not Available (Benefit is Available)

Table 23A - Footnotes:

In reference to State of Jurisdiction:

(a) California Department of Personnel Administration

In reference to Benefits as Percentage of Base Salary:

Alabama	(1) Health Insurance costs the state $195 per employee per month.
Alaska	(1) Health Insurance costs the state $62.6 million per year. (2) Retirement benefits cost the state $30 million per year and cost the employees $26 million a year.
Arizona	(1)Employee costs vary depending on the insurance plan selected from $12 to $90 per year.
California	(1) Health Insurance costs the employee $39 to $147 per year. (2) Retirement benefits cost the employee 3.99 to 21.72% of base salary.
Colorado	(1) Health Insurance costs the state $26,652,436 per year and costs the employees $29,396,042 per year. (2) Retirement benefits cost the state $134,569,417 per year and cost the employees $89,713,000 per year. The percentage of Base Salary is 11.6% for the state, 8% for the employee. (3) Unemployment Insurance costs the state $2,069,821 per year.
Connecticut	(1) Percentage of Base Salary is 10.8% for the state and 1.25% for the employee. The cost to the state per employee per year is $3,354 and cost to the employee is $388. (2) Social Security costs the state $2,084 per year and costs the employee $2,034 per year. (3) Percentage of Base Salary is 10.56 for the state and 1.85% for the employee. The cost to the state per employee per year is $3,273 and the cost to the employee per year is $574. (4) Unemployment Insurance costs the state $149 per year per employee.
De[illegible]re	(1) Health Insurance costs the state $3000 per employee a year. (2) Social Security costs the state $1913 per year per employee and costs the employee $1913 per year. (3) Retirement benefits cost the state $2,150 per employee per year and cost the employee $620 per year. (4) Unemployment Insurance costs the state $5 per employee per year and costs the employee nothing per year.
Florida	(1) Health Insurance costs the state $1173.60 per employee per year and costs the employee $285.12 per year. (2) Social Security costs the state $229,500,000 per year and costs the employees $229,500,000 per year. (3) Retirement benefits cost the state $486,000,000 per year and cost the employee nothing per year.
Georgia	(1) Health Insurance costs the state $2,250 per employee per year and costs the employee $750 per year. (2) Retirement benefits comprise 18% of the state's base salary and 1.5% of the employee's base salary. (3) Unemployment Insurance is directly assessed each year.
Hawaii	(1) 7.8% contributory plan; 0% non-contributory.
Illinois	(1) Health Insurance costs the state $81.8 million per year. (2) Social Security costs the state and employees both $137.6 million per year. (3) Retirement benefits cost the state $71 million per year and cost the employees $71.9 million per year. (4) Unemployment Insurance costs the state $7.7 million per year.
Indiana	(1) Health Insurance costs the state $88,555,439.05 per year and costs the employees $20,194,289.73 per year. The percentage of base salary is 2.68% for the state and .61% for the employees. (2) Social Security costs the employees $59,081,603.60 per year. (3) Retirement benefits cost the state $81,849,616.87 per years and cost the employees $2,671,490.64 per year. The percentage of base salary is 2.47% for the state and .09% for the employees.
Iowa	(1) Unemployment Insurance costs the state approximately $500,000 per year.
Kansas	(1) Health Insurance costs the state $2,297.88 per employee per year and costs the employee $24 per year. (2) Social Security costs the state $82,128,928 per year. (3) Retirement benefits cost the state $51,450,518 (classified and unclassified). The percentage of base salary is 2.7% for the state and 4% for classified employees and 8% for unclassified employees. (4) Unemployment Insurance costs the state $2,249.88 per employee/per year, cost employee $72 per year. Unemployment Insurance costs the state $2,226,476 per year.
Kentucky	(1) Health Insurance costs the state $1,491.24 per employee per year. (2) Social Security costs the employee and the state (per employee) both $1,770.59 per year (3) Retirement benefits cost the state $1,724.30 per employee per year and cost the employee $1,157.25 per year.
Maine	(1) Health Insurance costs the state $42,163,056 per year and costs the employees $6,404,044 per year.
Michigan	(1) Health Insurance costs the state $2,945 per employee per year. (2) Social Security costs the state $2,263 per employee per year. (3) Retirement benefits cost the state $2,697 per employee per year. (4) Unemployment Insurance costs the state $62 per employee per year.
Minnesota	(1) Health Insurance costs the state $3,667.40 per employee per year and costs the employee $359.23 per year. (2) Social Security costs the state $2,250 per employee per year and costs the employee $2,250 per year. (3) Retirement benefits cost the state $1,623 per employee per year and cost the employee $1,372 per year.
Missouri	(1) Health Insurance costs the state $1,440 per employee per year. (2) Social Security costs the state $1,566 per employee per year and costs the employee $1,566 per year. (3) Retirement benefits cost the state $2,027 per employee per year. (4) Unemployment Insurance costs the state $51 per employee per year.
Montana	(1) Health Insurance costs the state $1,560 per employee per year.
Nebraska	(1) Health Insurance costs the state $34,183,000 per year and costs the employees approximately $9,000,000 per year. (2) Social Security costs the state and the employees both $31,817,843 per year. (3) Retirement benefits cost the state $18,988,000 per year and cost the employees $12,180,000 per year. (4) Unemployment Insurance costs the state $440,000 per year.

Table 23A - Footnotes Continued:

Nevada	(1) Health insurance costs the state $1,937 per employee per year.
New Hampshire	(1) Health insurance costs the state $1,874.25 per employee per year. (2) Social Security costs the state (per employee) and employee both $1,874.25. (3) Retirement benefits cost the state $1,588 per employee per year and cost the employee $1,225 per year.
New Jersey	(1) Retirement benefits are based on age. (2) Maximum of $90 per employee per year.
New Mexico	(1) The percentage of base salary is 13.83% for the state and 6.18% for the employee.
North Dakota	(1) Health insurance costs the state $3,365 per employee per year. (2) Social Security costs the state (per employee) and the employee both $1,553 per year. (3) Retirement benefits cost the state $1,852 per employee per year. (4) Unemployment insurance costs the state $60 per employee per year.
Ohio	(1) Health insurance costs the state $156,689,496.03 per year and costs the employees $83,299,997.61 per year. (2) Social Security (Medicare A&B) costs the state $8,182,665.66 per year. (3) Retirement benefits cost the state $252,636,499.21 per year and cost the employees $143,891,076.33 per year. (4) Unemployment insurance costs the state $2,881,389 per year.
Oklahoma	(1) Health insurance costs the state $1,749.12 per employee per year. (2) Social Security costs the state (per employee) and the employee both $1,757.05 per year. (3) Retirement benefits cost the state $2,411.64 per employee per year and cost the employee $459.36 per year. (4) Unemployment insurance costs the state $97 per employee per year.
Pennsylvania	(1) Health insurance costs the state $2,593 per employee per year. (2) Social Security costs the state (per employee) and the employee both $2,099 per year. (3) Retirement benefits cost the state $3,381 per employee per year and comprise 17.3% to 18.55% of the state's base salary. Retirement benefits comprise 5% to 6 1/4% of the employee's salary, depending on when hired.
Rhode Island	(1) Retirement benefits comprise 10.4% of the state's base salary and 7.75% of the employee's base salary.
South Carolina	(1) Retirement benefits comprise 7.55% of the state's base salary and 6% of the employee's base salary.
South Dakota	(1) Health insurance costs the state $977 per employee per year. (2) Social Security costs the state (per employee) and the employee both $1,485 per year. (3) Retirement benefits cost the state (per employee) and the employee both $970 per year. (4) Unemployment insurance costs the state $19.41 per employee per year.
Tennessee	(1) Social Security costs the state (per employee) and the employee both $1,608 per year. (2) Retirement benefits cost the state $1,439 per employee per year. (3) Does not pay a premium on each employee but instead reimburses for each employee claim. For FY 89-90, the state paid a total $890,261 in claims.
Texas	(1) Health insurance costs the state $1,964 per employee per year. (2) Social Security costs the state $2,626 per employee per year and costs the employee $942 per year (comprises 4.27% of the employee's base salary). State picks up 5.85% of the first $16,500 cost. (3) Retirement benefits cost the state $1,655 per employee per year and cost the employee $1,314 per year (comprises 6% of the employee's base salary). (4) Unemployment insurance costs the state $22 per employee per year.
Utah	(1) Health insurance costs the state $40,778,765 per year and costs the employees $3,384,716 per year. (2) Social Security costs the state and employees both $26,007,599 per year. (3) Retirement benefits cost the state $44,622,602 per year. (4) Unemployment insurance costs the state $432,828 per year.
Virginia	(1) Health insurance costs the state $1,716 per employee per year. (2) Social Security costs the state $1,760 per employee per year. (3) Retirement benefits cost the state $2,328 per employee per year.
Washington	(1) Health insurance costs the state $125,598,371 per year. (2) Social Security costs the state and employees both $95,190,345 per year. (3) Retirement benefits cost the state and the employees $100,610,906 per year. (4) Unemployment insurance costs the state $15,133,000 per year.
Wisconsin	(1) Health insurance costs the state $157,568,005 per year. (2) Social Security costs the state $127,972,869 per year. (3) Retirement benefits cost the state $193,517,854 per year. (4) Unemployment insurance costs the state $2,973,302 per year.
Wyoming	(1) Health insurance costs the state $145 per employee per year.

• TABLE 23B •
TRADITIONAL BENEFITS AS PERCENTAGE OF BASE SALARY

	Traditional Benefits				
	Paid Holidays	Vacation Leave	Civic & Personal Leave	Workers Compensation	Sick Leave Taken
Alabama	NA	NA	-	-	-
Alaska	5.28(1)	11.56(2)	NA	3.5(3)	2.88(4)
Arizona	3.9(1)	5.81)	NA	NA	NA
Arkansas	NA	NA	NA	NA	NA
California(a)	4.23	8.15	.04	2.66	3.50
Colorado	3.85(1)	5.77(2)	NA	.182(3)	2.95(4)
Connecticut	4.60	5.75	1.15	3.55	3.54
Delaware	4.6(1)	5.7(2)	0	1.3(3)	3.5(875)
Florida	3.5(1)	5-7.5(2)	NA	-	5(3)
Georgia	8.3	6.6	0	NA	3
Hawaii	5	8.1	-	NA	NA
Idaho	NA	NA	-	NA	NA
Illinois	4.60(1)	5.36(2)	1.15(3)	.45(4)	3.33(5)
Indiana	-	1.24(1)	.21(2)	NA	.53(3)
Iowa	NA(1)	NA	NA	NA(2)	NA
Kansas	2.7	5.8	NA	1.08(1)	NA
Kentucky	NA(1)	NA(2)	NA	NA	NA(3)
Louisiana	NA	NA	NA	NA	NA
Maine	NA	NA	-	NA	NA
Maryland	NA	NA	NA	NA	NA
Massachusetts	NA	NA	NA	NA	NA
Michigan	5(1)	7.2(2)	NA	1.4(3)	3.3(4)
Minnesota	4.2(1)	6.9(2)	NA	NA	3.1(3)
Mississippi	NA	NA	-	NA	NA
Missouri	4.62(1)	5.77(2)	.10(3)	.25(4)	3.46(5)
Montana	NA	NA	NA	NA	NA
Nebraska	4.62(1)	6.4(2)	0.02(3)	0.8(4)	3.8(5)
Nevada	3.84(1)	5.49(2)	.45(3)	2.32(4)	4.02(5)
New Hampshire	4.62	5.77	NA	NA	3.1
New Jersey	NA(1)	NA	NA	-	NA(2)
New Mexico	NA	NA	NA	NA	NA
New York	NA	NA	NA	NA	NA
North Carolina	4.62(1)	7.60(2)	-	NA(3)	NA(4)
North Dakota	3.845(1)	6.918(2)	NA	NA	2.693(3)
Ohio	.0551(1)	.0746(2)	.0077(3)	.0280(4)	.0320(5)
Oklahoma	4.23	6.92	-	0	NA
Oregon	NA	NA	NA	NA	NA
Pennsylvania	3.7(1)	5.9(2)	1.5(3)	2.4(4)	3.3(5)
Rhode Island	NA	NA	NA	NA	NA
South Carolina	NA	NA	NA	NA	NA
South Dakota	3.8(1)	5.8(2)	1.9(3)	1.0(4)	2.6(5)
Tennessee	4.2(1)	5.7(2)	NA	2.6(3)	3.7(4)
Texas	4.6(1)	5.2(2)	-	1.3(3)	3.3(4)
Utah	4.83(1)	5.43(2)	-	.125(3)	2.45(4)
Vermont	NA	NA	NA	NA	NA
Virginia	4.24(1)	5.77(2)	-	-	5.77(3)
Washington	[	(1)	] 1.215(2)	(1)	
West Virginia	NA	NA	NA	NA	NA
Wisconsin	NA	NA	NA	.46(1)	NA
Wyoming	NA	NA	-	1.24	NA
Puerto Rico	NA	NA	-	NA	NA

KEY: *- = Benefit not available*
NA = Figure Not Available (Benefit is available)

Table 23B - Footnotes:

In reference to State or Jurisdiction:

(a) California Department of Personnel Administration

In reference to Benefits as Percentage of Base Salary:

Alaska	(1) Cost to State = $22 Million (2) Cost to State = $48 Million (3) Cost to State = $14.5 Million (4) Cost to State = $12 Million
Arizona	(1) Cost to State is $884 per employee annually. Employees receive ten paid holidays and from 12 - 21 days annually depending upon length of service.
Colorado	(1) Cost to State is $53,891,936 annually. (2) Cost to State is $80,767,914 annually. (3) Cost to State is $2,561,020 annually. (4) Cost to State is $37,627,108 annually.
Connecticut	(1) Cost to State is $1,425 per employee annually. (2) Cost to State is $1,781 per employee annually. (3) Cost to State is $356 per employee annually. (4) Cost to State is $1,101 per employee annually. (5) Cost to State is $1,097 per employee annually.
Delaware	(1) Cost to State is $1,150 per employee annually. (2) Cost to State is $1,425 per employee annually. (3) Cost to State is $325 per employee annually. (4) Cost to State is $875 per employee annually.
Florida	(1) 9 days earned per year. (2) 13-19.5 days earned per year. (3) 13 days earned per year.
Illinois	(1) Cost to State is $82.7 million annually. (2) Cost to State is $96.4 million annually. (3) Cost to State is $20.7 million annually. (4) Cost to State is $8.4 million annually. (5) Cost to State is $59.9 million annually.
Indiana	(1) Total Cost to Employees is $41,085,696.15 annually. (2) Total Cost to Employees is $6,796,206.87 annually. (3) Total Cost to Employees is $14,079,630.24 annually.
Iowa	(1) $2,088,575 for one holiday – 11 paid holidays per year. (2) Cost to State is approximately $7 million annually.
Kansas	(1) Cost to state is $12,241,941 annually. This is 1.08% of state base salary, 0% of employee base salary
Kentucky	(1) Cost to State is $1,023.85 per employee annually. (2) Cost to State is $1,335.45 per employee annually. (3) Cost to State is $1,068.36 per employee annually.
Michigan	(1) Cost to State is $1550 per employee annually. (2) Cost to State is $2232 per employee annually. (3) Cost to State is $434 per employee annually. (4) Cost to State is $1023 per employee annually.
Minnesota	(1) Cost to State is $1,492 per employee annually. (2) Cost to State is $2,428 per employee annually. (3) Cost to State is $1,085 per employee annually.
Missouri	(1) Cost to State is $945 per employee annually. (2) Cost to State is $1,181 per employee annually. (3) Cost to State is $20 per employee annually. (4) Cost to State is $51 per employee annually. (5) Cost to State is $708 per employee annually.
Nebraska	(1) Cost to State is $15,2272,972 annually. (2) Cost to State is $21,079,585 annually. (3) Cost to State is $68,676 annually. (4) Cost to State is $2,710,264 annually. (5) Cost to State is $12,419,914 annually.
Nevada	(1) Cost to State is $1,042 per employee annually. (2) Cost to State is $1,490 per employee annually. (3) Cost to State is $121 per employee annually. (4) Cost to State is $631 per employee annually. (5) Cost to State is $1,091 per employee annually.

Table 23B - Footnotes Continued:

New Hampshire	(1) Cost to State is $1,130.77 per employee annually. (2) Cost to State is $1,413.46 per employee annually. (3) Cost to State is $753.84 per employee annually.
New Jersey	(1) By contractual agreements. (2) All employees receive 15 days per year accumulative.
North Carolina	(1) Cost to State is $1,146 per employee annually. (2) Cost to State is $1,885 per employee annually. (3) Cost toState is $77.44 per employee annually. (4) Cost to State is $1,146 per employee annually.
North Dakota	(1) Cost to State is $781 per employee annually. (2) Cost to State is $1,405 per employee annually. (3) Cost to State is $547 per employee annually.
Ohio	(1) Cost to State is $85,954,413.12 annually. (2) Cost to State is $116,457,378.69 annually. (3) Cost to State is $11,979,804.16 annually. (4) Cost to State is $43,676,907.94 annually. (5) Cost to State is $49,946,978.26 annually.
Pennsylvania	(1) Cost to State is $1,026 per employee annually. (2) Cost to State is $1,628 per employee annually. (3) Cost to State is $420 per employee annually. (4) Cost to State is $659 per employee annually. (5) Cost to State is $899 per employee annually.
South Dakota	(1) Cost to State is $746 per employee annually. (2) Cost to State is $1,120 per employee annually. (3) Cost to State is $373 per employee annually. (4) Cost to State is $194 per employee annually. (5) Cost to State is $508 per employee annually.
Tennessee	(1) Cost to State is $889 per employee annually. (2) Cost to State is $1,190 per employee annually. (3) Cost to State is $550 per employee annually. (4) Cost to State is $783 per employee annually.
Texas	(1) Cost to State is $1,015 per employee annually. (2) Cost to State is $1,147 per employee annually. (3) Cost to State is $287 per employee annually. (4) Cost to State is $728 per employee annually.
Utah	(1) Cost to State is $14,498,773 annually. (2) Cost to State is $16,278,675 annually. (3) Cost to State is $2,924,878 annually. (4) Cost to State is $7,356,025 annually.
Virginia	(1) Cost to State is $975 per employee annually. (2) Cost to State is $1,327 per employee annually. (3) Cost to State is $1,327 per employee annually.
Washington	(1) Paid Holidays, Vacation Leave, Civic and Personal Leave, and Sick Leave Taken constitute a total Cost to State of $161,294,751 and a Percentage of Base Salary of 12.2%. (2) Cost to State is $16,100,000 annually and cost to the state for employees is $5,300,000 annually.
Wisconsin	(1) Cost to State is $8,408,113 annually.

• TABLE 24A •
MISCELLANEOUS BENEFITS

	Parental Leave	Child Care on State Property	Longevity Pay	Disability Insurance	Life Insurance	Deferred Compensation
Alabama	•	-	•	-	•	•
Alaska	•	•	(1)	•	•	•
Arizona	•	•	-	(1)	(2)	•
Arkansas	-	-	•	-	•	•
California(a)	(1)	(2)	-	(3)	(4)	•
Colorado	•	-	-	(1)	(2)	(3)
Connecticut	•	•	(1)	•	(2)	•
Delaware	-	(1)	-	-	(2)	(3)
Florida	•	•	•	•	•	•
Georgia	-	-	•	(1)	(2)	•
Hawaii	•	-	-	-	•	•
Idaho	-	-	•	•	•	•
Illinois	•	(1)	(2)	•	(3)	-
Indiana	-	-	-	(1)	(2)	(3)
Iowa	-	-	-	(1)	(2)	(3)
Kansas	•	(1)	(2)	(3)	(4)	•
Kentucky	-	-	-	-	(1)	•
Louisiana	•	-	•	•	•	-
Maine	-	•	•	•	•	-
Maryland	•	(1)	-	-	(2)	(3)
Massachusetts	•	-	-	•	•	•
Michigan	•	•	(1)	(2)	(3)	(4)
Minnesota	-	-	-	(1)	(2)	-
Mississippi	-	-	•	•	•	•
Missouri	-	-	-	(1)	(2)	•
Montana	•	-	(1)	(2)	•	•
Nebraska	-	-	-	•	(1)	-
Nevada	-	-	(1)	(2)	(3)	•
New Hampshire	-	•	(1)	•	(2)	(3)
New Jersey	•	•	-	(1)	•	•
New Mexico	-	-	-	-	•	•
New York	•	•	•	•	•	•
North Carolina	(1)	-	(2)	(3)	-	•
North Dakota	-	-	-	(1)	(2)	•
Ohio	•	(1)	(2)	(3)	(4)	*(5)
Oklahoma	•	-	(1)	(2)	(3)	•
Oregon	•	•	-	•	•	•
Pennsylvania	•	•	(1)	-	(2)	•
Rhode Island	•	•	•	•	•	•
South Carolina	•	-	-	•	(1)	•
South Dakota	-	-	•	-	(1)	•
Tennessee	-	(1)	(2)	•	•	(3)
Texas	•	•	(1)	•	•	•
Utah	-	-	•	(1)	(2)	(3)
Vermont	•	•	-	-	•	•
Virginia	•	-	-	-	(1)	•
Washington	•	•	-	(1)	(2)	(3)
West Virginia	•	•	•	•	•	
Wisconsin	•	-	(1)	•	(2)	-
Wyoming	-	-	(1)	-	(2)	•
Puerto Rico	•	•	-	•	•	-
Totals	31	24	29	39	50	43

KEY: *- = Benefit Not Available* ** = Cost Figures Not Available; Benefit is Available*

Table 24A - Footnotes:

In reference to state or jurisdiction:

(a) California Department of Personnel Administration

In reference to miscellaneous other benefits:

Arizona	(1) Disability Insurance for active employees under Arizona State Retirement system costs the state and the employee .33% of the base salary. Inactive employees covered under Public Safety Retirement System. A second plan, costs the state .53% of base salary. (2) Life Insurance costs the state $11.40 per employee per year.
California	(1) Parental Leave costs the employee lost wages and pay for benefits they elect to continue. (2) In 1984, $100,000 was reserved for seed money to develop child care on state property. There is some cost sharing with the employees. (3) Disability Insurance costs are absorbed completely by the employee. (4) Life Insurance costs the state $2.7 million per year.
Colorado	(1) Disability Insurance costs the state $2,341,334 per year. (2) Life Insurance costs the state $1,393,503 per year. (3) Deferred Compensation costs the state nothing.
Connecticut	(1) Longevity pay costs the state $343 per employee per year. (2) Life Insurance costs the state $25 per employee per year and costs the employee $167 per year.
Delaware	(1) Child care on state property costs the employee $3,640 per year if utilized. (2) Life Insurance costs the employee $78 per year. (3) Deferred Compensation costs are absorbed completely by the employee.
Georgia	(1) Disability Insurance costs are age rated. (2) Life Insurance costs the state .5% of base salary.
Illinois	(1) Child care on state property costs the employee on average $75 per week. (2) Longevity pay costs the state and the employee nothing. (3) Life Insurance costs the state $9.7 million per year.
Indiana	(1) Disability Insurance costs the state $5,168,583.31 per year and costs the employees $1,594,877.12 per year. (2) Life Insurance costs the state $1,973,228.44 per year and costs the employees $1,594,877.12 per year. (3) Deferred Compensation costs the employees $17,404,951.92 per year.
Iowa	(1) Disability Insurance costs the state $4.9 million per year. (2) Life Insurance costs the state $594,758 per year. (3) Deferred Compensation costs are approximately $50,000 (Administrative costs only).
Kansas	(1) Child care for some agencies. (2) Longevity pay costs the state $40 per year for 10 years and over, $1,000 maximum. (3)) Life Insurance costs the state .3% of payroll per $1,000.
Kentucky	(1) Life Insurance costs the state $12.60 per employee per year.
Maryland	(1) Child care on state property costs the employee $56 per child per week. (2) Life Insurance costs the employee $8.78 per month per $1000. (3) Deferred Compensation costs the employee a minimum of $10 per month to 25% of annual gross pay up to $7,500 a year.
Michigan	(1) Longevity pay costs the state $279 per employee per year. (2) Disability Insurance costs the state $217 per employee per year. (3) Life Insurance costs the state $186 per employee per year. (4) Deferred Compensation costs the state nothing.
Minnesota	(1) Disability Insurance costs the employee $160.17 per year. (2) Life Insurance costs the state $173.94 per employee per year.
Missouri	(1) Disability Insurance costs the state $112.60 per employee per year. (2) Life Insurance costs the state $48.60 per employee per year.
Montana	(1) Longevity pay costs the state $2,878,656 per year. (2) Retirement program has a disability retirement with job reinstatement right if recovery.
Nebraska	(1) Life Insurance costs the state $468,000 per year and costs the employees approximately $500,000 per year.
Nevada	(1) Longevity pay costs the state $76 per employee per year. (2) Disability Insurance costs the state $47 per employee per year. (3) Life Insurance costs the state $96 per employee per year.
New Hampshire	(1) Longevity pay costs the state $1.2 million per year. (2) Life Insurance costs the state $90,000 for all employees per year. (3) Deferred Compensation costs the state and employee nothing.
New Jersey	(1) Disability Insurance costs the employee .05% of salary to a maximum of $72.
North Carolina	(1) Parental Leave costs the state nothing. (2) Longevity pay costs the state $284 per employee per year. (3) Disability Insurance costs the state $123 per employee per year.

Table 24 A - Footnotes Continued:

North Dakota	(1) Disability Insurance costs the state nothing. (2) Life Insurance costs the state $3.36 per employee per year.
Ohio	(1) Child care on state property costs the employee $95 per child. (2) Longevity Pay costs the state $61,244,106.96 per year. (3) Disability Insurance costs the state $5,271,587.66 per year. (4) Life Insurance costs the state $5,367,475.65 per year. (5) Employee makes contribution to deferred compensation; state makes no contribution.
Oklahoma	(1) Longevity pay costs the state $787 per employee per year. (2) Disability Insurance costs the state $80.64 per employee per year. (3) Life Insurance costs the state $78.12 per employee per year.
Pennsylvania	(1) Longevity pay costs the state 1.25% of each employee's salary. (2) Life Insurance costs the state $79 per employee per year.
South Carolina	(1) Life Insurance costs the employee $1.65-$49.35 per month.
South Dakota	(1) Life Insurance costs the state .235% per $1000 with a maximum of $25,000.
Tennessee	(1) Child care on state property costs the state $1,351 per employee per year and costs the employee $3,420 per year. (2) Longevity pay costs the state $1,038 per employee per year. (3) Deferred Compensation costs the employee $1,545 per year.
Texas	(1) Longevity pay costs the state $4 per month per employee and is paid at 5 year service intervals.
Utah	(1) Disability Insurance costs the state $1,989,350 per year. (2) Life Insurance costs the state $501,560 per year and costs the employees $1,888,206 per year. (3) Deferred Compensation costs the employees $7,760,073 per year.
Virginia	(1) Life Insurance costs the state $239 per employee per year.
Washington	(1) Disability Insurance costs the state $1,628,856 per year. (2) Life Insurance costs the state $727,556 per year. (3) Deferred Compensation costs the employee .04% of salary.
Wisconsin	(1) Longevity pay costs the state $4,595,900 per year. (2) Life Insurance costs the state $2,649,834 per year.
Wyoming	(1) Longevity pay costs $24,000 for all employees ($30 per month for every 5 years of service). (1) Life Insurance costs $10 per employee per year.

• TABLE 24B •
MISCELLANEOUS BENEFITS
Moving Allowance Costs and Rest and Lunch Policies

	Moving Allowances					Rest & Lunch Policies	
	House Hunting	Moving Expenses	Real Estate	Per Diem Cost	Travel Costs	Paid Time To Rest	Paid Time For Lunch
Alabama	-	NA	-	NA	-	NA	-
Alaska	-	(1)	-	(2)	(3)	(4)	(5)
Arizona	-	-	-	-	-	(1)	-
Arkansas	-	NA	-	NA	NA	NA	NA
California(a)	NA	NA	NA	NA	NA	NA	NA
Colorado	[	(1)		]	NA	NA	
Connecticut	-	-	-	-	-	-	-
Delaware	-	-	-	-	-	NA	-
Florida	-	NA	-	-	-	NA	-
Georgia	-	NA	-	-	-	NA	NA
Hawaii	-	-	-	-	-	NA	-
Idaho	-	NA	-	-	-	NA	-
Illinois	-	-	-	-	(1)	-	
Indiana	-	NA	-	-	-	-	-
Iowa	NA	(1)	-	-	(2)	-	-
Kansas	-	NA	-	-	-	-	-
Kentucky	NA	NA	NA	NA	NA	(1)	-
Louisiana	-	-	-	-	-	-	-
Maine	-	-	-	-	-	NA	-
Maryland	-	NA	-	-	NA	-	-
Massachusetts	-	-	-	-	-	NA	-
Michigan	-	-	-	-	-	NA	NA
Minnesota	[	(1)		]	(2)	-	
Mississippi	-	-	-	-	-	-	NA
Missouri	-	NA	-	-	NA	NA	-
Montana	NA	NA	NA	NA	NA	NA	-
Nebraska	[	(1)		]	(2)	-	
Nevada	-	NA	-	NA	NA	(1)	-
New Hampshire	-	-	-	-	-	(1)	-
New Jersey	-	NA	-	-	NA	NA	NA
New Mexico	[	(1)		]	NA	(2)	
New York	-	NA	-	-	-	NA	NA
North Carolina	-	-	-	NA	NA	-	-
North Dakota	[	(1)		]	NA	-	
Ohio	-	NA	-	(1)	(2)	NA	NA
Oklahoma	-	-	-	-	-	NA	-
Oregon	NA	NA	-	NA	NA	NA	-
Pennsylvania	NA	NA	NA	-	(1)	-	-
Rhode Island	-	-	-	-	-	NA	-
South Carolina	-	-	-	-	-	NA	-
South Dakota	-	(1)	-	(2)	(3)	NA	-
Tennessee	NA	NA	NA	NA	NA	NA	NA
Texas	-	(1)	-	(2)	(3)	NA	NA
Utah	[	(1)		]	(2)	-	
Vermont	-	-	-	-	-	NA	-
Virginia	-	-	-	-	-	NA	-
Washington	-	NA	-	-	-	NA	-
West Virginia	-	NA	-	-	-	NA	NA
Wisconsin	-	NA	NA	NA	NA	NA	NA
Wyoming	-	NA	-	NA	-	NA	-
Puerto Rico							

KEY: *- = Benefit not available*
NA = Cost figures not available (benefit is available)

Table 24B - Footnotes:

In reference to state or jurisdiction:

(a) California Department of Personnel Administration

In reference to benefits:

Alaska	(1) Moving expenses cost the state $.72 million per year. (2) Per Diem cost to the state is $13.9 million per year. (3) Travel costs to the state are $18.7 million per year. (4) Paid time to rest costs the state $26.4 million per year. (5) Paid time for lunch costs the state $1.1 million per year.
Arizona	(1) Paid time to rest costs the state $884 per employee per year.
Colorado	(1) Total cost to state of moving allowances per year is $397,041.
Illinois	(1) Paid time to rest costs the state $119.9 million per year.
Iowa	(1) Moving expenses cost the state $7,500 per employee. (2) Travel costs to the state are $2,000 per employee ($1,500 salary increase if move is greater than 25 miles).
Kentucky	(1) Paid time to rest costs the state $1,496.88 per employee per year.
Minnesota	(1) The typical move costs the state $10,000 per employee. (2) Paid time to rest costs the state $1,682 per employee per year.
Nebraska	(1) Moving allowances cost the state $17 million per year. (2) Paid time to rest costs the state $17 million per year.
Nevada	(1) Paid time to rest costs the state $1,697 per employee per year.
New Hampshire	(1) Paid time to rest costs the state $1,531.25 per employee per year.
New Mexico	(1) If an agency requires one of its employees to move, then the state pays all. There is no moving allowance for applicants. (2) Only shift workers at state institutions receive paid time for lunch.
North Dakota	(1) Moving allowances (not including real estate fee) are provided up to $5,000 per employee.
Ohio	(1) Per Diem cost to the state is $7,408,430.09 per year. (2) Travel costs to the state are $11,019,534.99 per year.
Pennsylvania	(1) Travel costs to the state are $443 per employee.
South Dakota	(1) Moving expenses cost the state $11,000 (maximum) per employee. (2) Per Diem cost to the state is $30 per day in-state. (3) Travel costs to the state are $.22 per mile.
Texas	(1) Moving expenses cost the state the total expense of the move. (2) Per diem allowance same as standard allowance. (3) Travel costs to the state are $.25 per mile.
Utah	(1) Moving allowances cost the state $116,995 per year. (2) Paid time to rest costs the state $187,511 per year.

• TABLE 25A •
SELECTED LEAVE POLICIES
(Number of Leave Days Full-time Employees Accrue Per Year)

	First Year-Annual Leave Days Full Time Employees Accrue Per Year	Fifth Year-Annual Leave Days Full Time Employees Accrue Per Year	Annual Leave Can Be Carried Over from Year to Year	Amount of sick leave days can be accrued by full-time employees per year	Sick Leave can be Carried Over From Year to Year
Alabama	13	16.08	Y	13	Y
Alaska	15	21	Y	FN	Y
Arizona	12	15	Y(1)	12	Y
Arkansas	12	15	Y	12	Y
California(a)	10.5	15	Y	12	Y
Colorado	12	12	Y	10	Y(1)
Connecticut	12	15	Y	15	Y
Delaware	15	15	Y	15	Y
Florida	13	16.25	Y	13	Y
Georgia	15	15	Y	15	Y
Hawaii	21	21	Y	21	Y
Idaho	12	15	Y	12	Y
Illinois	10	10	Y	12	Y
Indiana	12	15	Y	6	Y
Iowa	10	15	Y	18	Y
Kansas	12	15	Y	12	Y
Kentucky	12	15	(1)	12	Y
Louisiana	(1)	(2)	Y	VARIES	N
Maine	12	15	Y	120	Y
Maryland	10	10	Y	15	Y
Massachusetts	10	15	Y	15	Y
Michigan	13	15	Y	13	Y
Minnesota	13	16.25	Y	13	Y
Mississippi	18	21	Y	(1)	Y
Missouri	15	15	Y	15	Y
Montana	15	15	Y(1)	12	Y
Nebraska	12	12	Y	(1)	Y
Nevada	15	15	Y	15	Y
New Hampshire	0	15	Y	7.5	Y
New Jersey	12	15	Y	15	Y
New Mexico	10	12	Y	12	Y
New York	(1)	18	Y	(2)	Y
North Carolina	11.75	16.75	Y	12	Y
North Dakota	12	15	Y	12	Y
Ohio	14	25	Y	10	Y
Oklahoma	15	18	Y	15	Y
Oregon	12	15	Y	12	Y
Pennsylvania	5.2	10.4	Y	13	Y
Rhode Island	14	15	Y	15	Y
South Carolina	15	15	Y	15	Y
South Dakota	15	15	Y	14	Y
Tennessee	12	16.95	Y	12	Y
Texas	10.5	13.5	Y(1),	12	Y
Utah	13	13	Y	13	Y
Vermont	12	15	Y	12-21	Y
Virginia	12	15	Y	12	Y
Washington	12	15	Y	12	Y
West Virginia	15	18	Y	18	Y
Wisconsin	10	15	N	13	Y
Wyoming	12	15	Y	12	Y
Puerto Rico	30	30	Y	18	Y
Totals			50		50

KEY: ***FN*** *= Figure not available*

Table 25A - Footnotes:

In reference to state or jurisdiction:

(a) California Department of Personnel Administration

In reference to selected leave policies:

Arizona	(1) Up to 30 days (240 hours) can be carried over. Any additional carry-over must be approved by DOA Director.
Colorado	(1) Sick leave can be accrued up to 45 day maximum.
Kentucky	(1) Total amount of accrued leave and months of service determine whether annual leave can be carried over from year to year. Excess leave is converted to sick leave.
Louisiana	(1) First year annual leave accrued is 1.8440 hours per month. (2) Fifth year annual leave accrued is 2.7688 hours per month
Mississippi	(1) First year full time employees can accrue 12 sick leave days, fifth year full-time employees can accrue 10.5 sick leave days.
Montana	(1) Not more than 2 times maximum annual earned.
Nebraska	(1) 12 to 30 days can be accrued by full time employees per year, depending upon length of service.
New York	(1) Full time employees accrue 13-14 leave days per year depending on bargaining unit. (2) Full time employees accrue 8,10, or 13 sick leave days per year depending on bargaining unit.
Texas	(1) Maximum carry over depends upon the length of service.

• TABLE 25B •
OTHER SELECTED LEAVE POLICIES

	Sick leave can be taken for other than employee's illness	Purpose	Parental Leave Treated As	State offers childcare on state property	If yes, how long has program existed?	Offer a donation of Leave Program or Leave Bank for long-term illness
Alabama	Y	(1)	M	N		I
Alaska	Y	(1)	M	N		I
Arizona	Y	(1)	O(2)	Y	6.5 Yrs.	I
Arkansas	Y	(1)	M	N		B
California(a)	Y	(1)	O(2)	Y	4 Yrs.	I
Colorado	Y	(1)	O(2)	N		I,B
Connecticut	Y	(1)	S	Y	5 Yrs.	I,B
Delaware	Y	(1)	O(2)	Y	1 Yr.	-
Florida	Y	(1)	O(2)	N		B
Georgia	Y	(1)	A	N		-
Hawaii	Y	(1)	A,S,O(2)	N		
Idaho	Y	(1)	M	N		-
Illinois	Y	(1)	O(2)	Y	3 Yrs.	-
Indiana	N	-	NA	N		-
Iowa	Y	(1)	A,S	Y	(2)	-
Kansas	Y	(1)	O(2)	Y	UNKNOWN	-
Kentucky	Y	(1)	O(2)	N		I
Louisiana	N	-	O(1)	N		-
Maine	Y	(1)	O(2)	Y	2 Yrs.	-
Maryland	Y	(1)	O(2)	Y(3)	2.5 Yrs.	B
Massachusetts	Y	(1)	O(2)	Y(3)	5 Yrs.	-
Michigan	Y	(1)	O(2)	Y	2 Yrs.	-
Minnesota	Y	(1)	O(2)	N		-
Mississippi	N	-	M	N		-
Missouri	Y	(1)	O(2)	N		-
Montana	Y	(1)	O(2)	N		B
Nebraska	Y	(1)	O(2)	N		-
Nevada	Y	(1)	O(2)	N		I,B
New Hampshire	Y	(1)	O(2)	Y	3 Yrs.	-
New Jersey	Y	(1)	O(2)	Y	3 Yrs.	-
New Mexico	Y	(1)	O(2)	N		I
New York	Y	(1)	O(2)	Y	11 Yrs.	-
North Carolina	Y	(1)	A,O(2)	N		I
North Dakota	Y	(1)	O	N		-
Ohio	Y	(1)	A,M,O(2)	Y	6 Yrs.	-
Oklahoma	Y	(1)	O(2)	N		I
Oregon	Y	(1)	O(2)	Y	NEW	I
Pennsylvania	Y	(1)	O(2)	Y	2 Yrs.	-
Rhode Island	Y	(1)	O(2)	Y	2 Yrs.	-
South Carolina	Y	(1)	O(2)	Y	3 Yrs.	B
South Dakota	Y	(1)	M,O(2)	N		I
Tennessee	Y	(1)	O(2)	Y	3 Yrs.	B
Texas	Y	(1)	O(2)	Y(3)	3 Yrs.	B
Utah	Y	(1)	M	N		I,B
Vermont	Y	(1)	A,O(2)	Y	3.5 Yrs.	B
Virginia	Y	(1)	S,M	Y	1 Yr.	-
Washington	Y	(1)	O(2)	Y	6 Yrs.	I
West Virginia	Y	(1)	O(2)	Y	2 Mths.	-
Wisconsin	Y	(1)	A	N		-
Wyoming	Y	(1)	O(2)	Y	NEW	I
Puerto Rico	N	-	M,O(1)	Y	UNKNOWN	-
Totals	47			27		

KEY: ***A** = Annual Leave without pay* ***S** = Sick leave without pay* ***M** = Maternity leave only available* ***O** = Other*
***I** = donation of Leave Directly to Individual* ***B** = Donation to a Leave Bank* *- = No Program*

Table 25B - Footnotes:

In reference to sick leave purposes and parental leave uses:

Alabama	(1) Care of immediate family member, dental visits, and death of immediate family.
Alaska	(1) Illness of child or pregnancy for female employee.
Arizona	(1) Any family member's illness, (limited to 40 hours per year) parental leave, or industrial disability. (2) Any combination of annual leave, sick leave, compensatory or leave without pay.
Arkansas	(1) To care for a relative.
California	(1) Family member illness. (2) Parental leave is upaid leave of absence.
Colorado	(1) Illness of immediate family member. (2) Employee may use sick leave if physically unable to work; remainder of family leave is annual leave and leave without pay.
Connecticut	(1) Health care appointments, illness in family, deaths and births.
Delaware	(1) Serious illness of immediate family member requiring the employee's personal attendance. (2) Annual leave with pay or unpaid personal leave.
Florida	(1) Health appointments and illness or injury to immediate family members. (2) Maternity leave without pay and annual, sick, and compensary leave with pay.
Georgia	(1) Medical care, illness, accident, or death of immediate family.
Hawaii	(1) Doctor appointments and family leave. (2) Vacation.
Idaho	(1) Family care or death in family.
Illinois	(1) Medical practitioner, appointments, illness in immediate family, or death in immediate family. (2) Family responsibility leave - unpaid.
Iowa	(1) Emergency family care and death in the family up to 40 hours for non-contractual employees. (2) Two childcare programs: Department of Transportation (Ames) -- 5 Yrs., Woodward State Hospital School – 2 Yrs.
Kansas	(1) Family illness, child birth, adoption or placement of a foster child in home of employee. (2) Any combination of annual leave, sick leave, compensatory credits or leave without pay.
Kentucky	(1) Care for sick, injured member of immediate family, or death in immediate family. (2) Leave without pay.
Louisiana	(1) Handled differently by each agency, usually annual leave with pay.
Maine	(1) Family illness and doctor's appointments. (2) Personal leave without pay.
Maryland	(1) Adoption, death in the family, and illness in the employee's immediate family. (2) Family leave without pay. (3) Certain locations only.
Massachusetts	(1) Sickness in family, ten days per year. (2) Up to eight weeks without pay. (3) Childcare program is a privately owned and operated facility on state property.
Michigan	(1) Family member illness, medical appointments, death of a relative, funeral attendance, workers compensation disability supplement. (2) Leave of absence without pay.
Minnesota	(1) Medical and dental appointments of employee and dependents. (2) Leave without pay for maternity, paternity, or adoption.
Missouri	(1) Family illnesses. (2) Leave of absence.
Montana	(1) Necessary care of or attendance to an immediate family member or at the agency's discretion; another relative and for death or funeral attendance for an immediate family member or, at the agency's discretion, for another person; for both fathers and adoptive parents immediately following birth or placement. (2) Paid annual, sick or leave of absence without pay depending upon agency policy.
Nebraska	(1) Family illnesses (2) Pregnancies treated as temporary disabilities; additional leave without pay may be applied for.
Nevada	(1) Immediate family members, including parents. (2) Paid sick leave and/or leave without pay.
New Hampshire	(1) Bereavement, dependent care. (2) Annual leave.
New Jersey	(1) Family illness. (2) Leave without pay - child care.

Table 25B - Footnotes Continued

New Mexico	(1) Illness or death of a family member and annual payment at half salary rate for sick leave in excess of 600 accumulated hours. (2) Between each agency and employee -- no statewide policy.
New York	(1) Family illness or death and medical and dental appointments. (2) Leave for pregnancy, childbirth, and child care; child care leave for adoptive parents.
North Carolina	(1) Illness of a member of employee's immediate family. (2) May use accumulated vacation leave.
North Dakota	(1) Medical needs of family (40 hrs. per year limit).
Ohio	(1) Care of immediate family, bereavement leave. (2) Sick leave to care for child.
Oklahoma	(1) Maternity, funeral, or illness in immediate family. (2) Up to twelve weeks of sick leave, annual leave.
Oregon	(1) Family illness (up to five days). (2) Employee may use combination of leave without pay, vacation, or compensation time.
Pennsylvania	(1) Family illness, bereavement. (2) Childbirth leave without pay with benefits (up to 183 days).
Rhode Island	(1) Family sick (ten days per year). (2) Leave without pay excepting where expending sick or vacation .
South Carolina	(1) Five days for illness in immediate family; 6 weeks for adoption. (2) Sick leave with pay for up to six weeks, then annual leave or leave without pay for adoption.
South Dakota	(1) Death in family, volunteer police or military. 40 hours maximum per calendar year. (2) Father may use annual leave or 40 hours of personal leave.
Tennessee	(1) Family illness. (2) Sick, annual, compensary, or leave without pay.
Texas	(1) Illness in immediate family. (2) Annual leave, sick leave (if applicable) and leave without pay. (3) At School for the Blind and Visually Impaired.
Utah	(1) Illness of dependents.
Vermont	(1) Medical appointments, ill family members, bereavement. (2) Paid and unpaid leave for parental leave.
Virginia	(1) Family illness, death in family.
Washington	(1) Illness of specific relatives or household members; bereavement. (2) Paid sick leave for period of disability only; paid annual leave; additional leave is leave without pay.
West Virginia	(1) Family illness, 40 hours. (2) Family leave unpaid up to 12 weeks in one year.
Wisconsin	(1) Family illness or funeral.
Wyoming	(1) Family illness, medical/dental appointments, in addition to bereavement leave. (2) Annual and sick leave with pay, and leave without pay.
Puerto Rico	(1) Adoption Maternity Leave

• TABLE 26A •
HEALTH INSURANCE COSTS

	Monthly Cost to State for Active Employee's Health Insurance	
	Employee Coverage $	Family Coverage $
Alabama	195	0
Alaska	386.51	386.31
Arizona	148.94	318.18
Arkansas	117.50	148
California	(1)	(2)
Colorado	98.15	98.15(1)
Connecticut	190	490
Delaware	180.28	440.52
Florida	114.70	227.54
Georgia	132.74	218.67
Hawaii	59.06	181.78
Idaho	150.29	150.29
Illinois	106.24	64.47
Indiana	127.59	322.72
Iowa	164.64	271.98
Kansas	191.49	296.51
Kentucky	124.27	261.97
Louisiana	75.10	164.54
Maine	177.48	159.52
Maryland	107.31	268.35
Massachusetts	(1)	(2)
Michigan	165.95	464.91
Minnesota	136.15	305.61
Mississippi	85	OPTIONAL
Missouri	105	15
Montana	140	153.70
Nebraska	100.57	356.92
Nevada	193.75	NA
New Hampshire	175	475
New Jersey	86.97	223.01
New Mexico	VARIES	VARIES
New York	147.54	307.02
North Carolina	144.60	0
North Dakota	108	304
Ohio	146.50	403.08
Oklahoma	145.76	145.76
Oregon	166.01	260.57
Pennsylvania	216	216
Rhode Island	156	388
South Carolina	130.55	130.55
South Dakota	79.97	0
Tennessee	77.20	193.98
Texas	154.50	210.10
Utah	121.20	333.67
Vermont	108.23	300.34
Virginia	143	276
Washington	217.65	217.65
West Virginia	182	404
Wisconsin	(1)	(2)
Wyoming	145	145
Puerto Rico	40	NA

KEY: ***NA** = Coverage not available*

Footnotes:

California (1) Up to $174.
(2) 2 party costs $323; 3 party costs $410.

Colorado (1) Family coverage will increase 1/1/92.

Massachusetts (1) $109.61 - $210.00
(2) $271.53 - $468.38

Wisconsin (1) Total cost to the state for employees only coverage is $2,038,907 per month.
(2) Total cost to the state for family coverage is $11,280,559 per month.

• TABLE 26B •
HEALTH INSURANCE COSTS

	Monthly Cost to Employee for an Active Employee's Health Insurance		Monthly Cost to State for Retiree's Health Insurance	Monthly Cost to Retiree for Retiree's Health Insurance
	Employee Only Coverage $	Family Coverage $		
Alabama	0	FN	(1)	(2)
Alaska	0	NA	NA	NA
Arizona	11	90	0	VARIES
Arkansas	43.56	135.38	0	61
California	(1)	(2)	(3)	(1)
Colorado	34.72	233.95	(1)	VARIES
Connecticut	0	80	190	0
Delaware	0	0	0	0
Florida	25.66	92.30	VARIES	VARIES
Georgia	29.56	86.44	130.05	29.56
Hawaii	(1)	(1)	(2)	0
Idaho	4	35.17	FN	VARIES
Illinois	0	76.85	106.24	0
Indiana	15.84	83.44	0	350.80
Iowa	0	111.22	0	172.87
Kansas	1	192.97	0	(1)
Kentucky	0	137.70	FN	(1)
Louisiana	75.10	164.54	75.10	75.10
Maine	0	100.56	177.48	0
Maryland	(1)	(2)	107.31	(3)
Massachusetts	(1)	(2)	(3)	(4)
Michigan	8.74	24.47	219.07	11.53
Minnesota	6.08	29.93	29.93	0
Mississippi	NA	NA	0	VARIES
Missouri	0	190.67	9	64.39
Montana	0	53.20	0	120
Nebraska	22.59	80.17	0	109.74
Nevada	0	VARIES	99.35	VARIES
New Hampshire	0	0	88.93	0
New Jersey	0	0	68.04	0
New Mexico	VARIES	VARIES	(1)	50
New York	16.40	69.56	147.54	VARIES
North Carolina	0	152.24	(1)	0
North Dakota	0	0	0	VARIES
Ohio	15.48	41.02	VARIES	VARIES
Oklahoma	0	179.10	75	FN
Oregon	0	0	31.36-175.81	(1)
Pennsylvania	0	0	171	0(1)
Rhode Island	0	0	0	132
South Carolina	(1)	(2)	18	18
South Dakota	0	171	0	79.97
Tennessee	19.42	48.50	55.28	41.84
Texas	134.50	385.23	154.50	134.50
Utah	13.48	37.07	0	105-47.50
Vermont	27.06	75.09	108.23	27.06
Virginia	0	147	FN	143
Washington	0	0	0	(1)
West Virginia	0	(1)	0	42
Wisconsin	(1)	(2)	0	FN
Wyoming	0	177	0	108
Puerto Rico	VARIES	VARIES	40	VARIES

KEY: *FN = Figure not available*
NA = Not applicable

Table 26B - Footnotes:

Alabama	(1) If employee is under 65, then monthly cost is $94; If employee is over 65, then the monthly cost is $195. (2) If employee is under 65, then monthly cost is $101; If employee is over 65, then the monthly cost is $94.
California	(1) Cost for the employee ranges from $0 to $50. (2) Family coverage costs $0-$101 for 2 party, $0-$157 for 3 party. (3) Cost for the employee runs up to $180; 2 party family coverage costs $334; 3 party family coverage costs $424.
Colorado	(1) Provided by separate retirement authority.
Hawaii	(1) Varies according to plan selected. (2) 100% of premium, which varies according to plan selected.
Kansas	(1) Non-Medicare eligible employees pay $162.79 per month, Medicare eligible employees pay $89.90.
Kentucky	(1) If 20 or more years of service, then employee pays nothing.
Maryland	(1) Cost to the employee ranges from $.01-$65.51 per month. (2) Cost to the employee ranges from $236.56-$296.66 per month. (3) Cost to the retiree ranges from $.01-$65.51 per month.
Massachusetts	(1) Cost to the employee ranges from $12.18-$35.69 per month. (2) Cost to the employee ranges from $30.18-$79.65 per month. (3) Cost to the state ranges from $109.61-$210.00 for employee only coverage and $271.53-$468.68 for family coverage. (4) Cost to the state ranges from $271.53-$468.68 for family coverage.
New Mexico	(1) New program; monthly costs not yet determined, but currently 1% of state payroll, 1/2% of employee payroll.
North Carolina	(1) $82.14 if eligible for Medicare; $107.90 if not eligible for Medicare.
Oregon	(1) Over age 65 - $60.00, under 65 - $65-145.00.
Pennsylvania	(1) No cost if eligible for fully state paid coverage. Varies for others based on retirement date from $126.53 to $255.32 for individual coverage and from $258.05 to $685.30 for multiparty coverage.
South Carolina	(1) Plan A costs $11.70 and Plan B costs $14.72. (2) Plan A costs $115.64 and Plan B costs $142.12.
Washington	(1) $116.41 for non-Medicare; $72.87 for Medicare.
West Virginia	(1) Children only, $20 monthly; spouse only, $35 monthly; children and spouse, $40 monthly.
Wisconsin	(1) Total cost to employees is $113,507. (2) Total cost to employees is $329,291.

• Table 27 •
DENTAL INSURANCE AND FLEXIBLE BENEFITS

	Monthly cost to state for an active employee's dental insurance		Monthly cost to employee for an active employee's dental insurance		Does state offer flexible benefit plans to shelter health benefit expenses from taxes
	Employee only coverage $	Family coverage $	Employee only coverage $	Family coverage $	
Alabama	$ 0(1)	$ 0	$ 0	$ 0	Y
Alaska	0(1)	0	0	0	Y
Arizona	11.64	30.50	2.54	16.86	Y
Arkansas	NA	NA	NA	NA	Y
California	19.70	(1)	0	0	Y
Colorado	13.85	13.85	0	29.62	Y
Connecticut	13.80	35.40	0	7.20	N
Delaware	0	0	10.92	26.70	N
Florida	0	0	VARIES	VARIES	Y
Georgia	NA	NA	NA	NA	Y
Hawaii	7.54	15.06	5.02	10.06	Y
Idaho	8.36	8.36	0	8.36	N
Illinois	8	6	0	0	N
Indiana	7.82	25.42	0	0	N
Iowa	10.28	10.28	0	17.20	Y
Kansas	0(1)	0	0	0	Y
Kentucky	0	0	FN	FN	Y
Louisiana	0	0	0	0	N
Maine	13.46	0	0	32.50	N
Maryland	0	0	10.04	25.18	Y
Massachusetts	0	0	0	0	N
Michigan	18.51	56.35	.99	2.96	Y
Minnesota	15.23	29.74	.23	15.61	N
Mississippi	NA	NA	NA	NA	Y
Missouri	NA	NA	NA	NA	Y
Montana	13.60	13.60	0	18	Y
Nebraska	0	0	9.13	26.37	Y
Nevada	0(1)	0	0	0	Y
New Hampshire	15	47	0	0	Y
New Jersey	(1)	(2)	(1)	(3)	N
New Mexico	0	0	8.45-8.75	(1)	Y
New York	23.07	23.07	0	0	Y
North Carolina	0	0	17.75(1)	53.98(1)	Y
North Dakota	0	0	0	0	Y
Ohio	9	24.15	0	0	N
Oklahoma	14	FN	0	37.34	Y
Oregon	17.63	52.39	0	0	Y
Pennsylvania	13.27(1)	42.86(1)	0	0	N
Rhode Island	15.06	48.71	0	0	N
South Carolina	9.88	9.88	0	21.34	Y
South Dakota	0	0	13.75	34.38	Y
Tennessee	0	0	(1)	(2)	Y
Texas	NA	NA	NA	NA	Y
Utah	20.74	38.33	5.18	9.58	Y
Vermont	NA	23	0	0	Y
Virginia	NA	NA	NA	NA	Y
Washington	34.08	34.08	0	0	N
West Virginia	NA	NA	NA	NA	Y
Wisconsin	NA	NA	NA	NA	N
Wyoming	0	0	6.75	20.30	Y
Puerto Rico	NA	NA	NA	NA	N
Totals					35

KEY: ***FN** = Figure not available*
***NA** = Not applicable*

Table 27 - Footnotes:

Alabama	(1) Included in health package.
Alaska	(1) Included in health package.
California	(1) Two party $35.69; three party $50.40.
Kansas	(1) Included in health package.
Nevada	(1) Included in health package.
New Jersey	(1) $2.65 DPO, $4.99 Prudential. (2) $7.54 DPO, $12.84 Prudential. (3) $7.53 DPO, $12.84 Prudential.
New Mexico	(1) 1 dependent $14.95-14.99; 2 or more dependents $19.89-24.01.
North Carolina	(1) Not available in all department/university.
Pennsylvania	(1) Management employees only.
Tennessee	(1) 2 plans offered: $12 or $21.90. (2) 2 plans offered: $26 or $59.90.

• TABLE 28 •
LIFE INSURANCE

	Cost in cents per $1,000 of coverage for Basic Life Insurance	Based on Age	Based on Salary	Fixed Amount	Other	Fixed Level	Maximum Dollar Coverage	Point Long-Term Disability Effective
Alabama	NA	N	Y	N	N	$ NA	$ NA	NA
Alaska	NA	N	Y	N	N	NA	60,000	NA
Arizona	19	N	N	Y	N	5,000	3 X Salary	6 Mths.
Arkansas	NA	Y	N	Y	N	5,000	50,000	NA
California	25	N	N	Y	N	(1)	(1)	6 Mths.
Colorado	17	N	N	Y	Y	12,000	NA	(1)
Connecticut	20	N	Y	N	N	NA	(1)	NA
Delaware	VARIES	Y	Y	N	N	NA	50,000	(1)
Florida	20	Y	Y	N	Y(1)	NA	NA	(2)
Georgia	(1)	N	Y	N	N	NA	1.5 X Salary	(2)
Hawaii	VARIES	Y	N	N	N	NA	29,400	NA
Idaho	(1)	N	Y	N	N	NA	NA	6 Mths.
Illinois	45	Y	N	N	N	NA	4 X Salary	30 Days
Indiana	.11(1)	N	Y	N	N	(2)	NONE	6 Mths.
Iowa	(1)	N	N	N	Y(1)	NA	50,000	(2)
Kansas	NA	N	Y	N	N	NA	(1)	180 Days
Kentucky	16	N	N	Y	N	6,560	100,000	NA
Louisiana	88	N	Y	N	N	NA	40,000	NA
Maine	13(bi-weekly)	N	Y	N	N	NA	NONE	(1)
Maryland	(1)	N	Y	N	N	NA	300,000	NA
Massachusetts	8(monthly)	Y	Y	Y	N	5,000	8 X Salary	90 Days
Michigan	15	N	Y	N	N	NA	2 X Salary	(1)
Minnesota	NA	Y	Y	Y	NA	(1)	181 Days	
Mississippi	100	N	Y	N	N	NA	NA	NA
Missouri	27	N	N	Y	N	15,000	3 X Salary	6 Mths.
Montana	27	N	N	Y	Y(1)	10,000	200,000	NA
Nebraska	24	N	N	Y	N	10,000	3 X Salary	VARIES
Nevada	40	N	N	Y	N	NA	20,000	6 Mths.
New Hampshire	4.5	N	N	Y	N	10,000	100,000	NA
New Jersey	367	N	Y	N	N	NA	3 X Salary	(1)
New Mexico	581	N	N	Y	N	20,000	1.5 X Salary	NA
New York	(1)	N	Y	N	N	(2)	5 X Salary	NA
North Carolina	(1)	N	N	N	N	NA	VARIES	NA
North Dakota	28	N	N	Y	N	2,000	200,000	NA
Ohio	26	N	Y	N	N	Salary	Salary	NA
Oklahoma	32.5	N	N	Y	N	20,000	40,000	150 Days
Oregon	43	N	N	Y	N	5,000	250,000	(1)
Pennsylvania	29.6	N	Y	N	N	Salary	40,000	(1)
Rhode Island	27.6	N	Y	N	N	NA	(1)	3 Mths.
South Carolina	(1)	N	Y	N	Y(2)	NA	(3)	91 Days
South Dakota	23.5	N	Y	N	N	NA	25,000	1 Year
Tennessee	25.6(1)	N	Y	N	N	NA	50,000	NA
Texas	(1)	N	N	Y	N	(1)	(2)	90 Days
Utah	200	N	N	Y	N	18,000	200,000	5 Mths.
Vermont	33.6	N	N	N	Y(1)	NA	200,000	NA
Virginia	54	N	Y	N	N	NA	2.5 X Salary	(1)
Washington	(1)	N	Y	N	N	NA	NA	(2)
West Virginia	0	N	N	Y	N	10,000	1.5 X Salary	(1)
Wisconsin	(1)	N	Y	N	N	NA	2 X Salary	12 Mths.
Wyoming	22	Y	N	N	N	NA	46,000	NA
Puerto Rico	NA	NA	NA	NA	NA	NA	NA	(1)
Totals		8	27	19	6			

KEY: ***NA** = Not applicable*

Table 28 - Footnotes:

California	(1) $25,000 for supervisors; $50,000 for managers.
Colorado	(1) No Long Term Disability benefit; Voluntary 100% employee paid plan is available -- covorage begins at 180 days.
Delware	(1) Long-term disability which qualifies for a disability pension requires that the individual be employed for 5 years.
Florida	(1) Classified employees receive 2X salary; Legislators receive $150,000. (2) Disability insurance has 52 weeks max benefit period, available only to legislators, classified employees. Premiums are paid by the state. Classified includes senior management service, selected exempt service.
Georgia	(1) Salary based; 1% of salary. (2) Early retirement because of total disability after 13 years, 4 months.
Idaho	(1) Salary based; .0097 X Salary.
Indiana	(1) Employee pays 7 cents per $1000 coverage; State pays 11 cents per $1000 coverage. (2) 150% annual salary.
Iowa	(1) $2 per $10,000 per month per employee. (2) Employee must either exhaust all accrued sick leave or at 90 days long term disability becomes effective.
Kansas	(1) 150% of current rate of compensation.
Maine	(1) Members may be considered for disability retirement at any time during membership. Determinations of eligibility are made by the Maine State Retirement System.
Michigan	(1) After use of accumulated sick leave, long term disability becomes effective.
Minnesota	(1) For basic coverage, up to the amount of salary; for optional coverage, varies by bargaining unit but typically the employee may purchase up to $250,000 with evidence of insurability.
Montana	(1) Infrequently - no formal exists.
New Jersey	(1) Upon exhaustion of accrued personal leave.
New York	(1) 34 cents to $3.46, depending on age and whether a smoker. (2) Employees have choice of several fixed levels.
North Carolina	(1) Various plans and coverage offered with employee paying entire premium.
Oregon	(1) 90th or 180th day.
Pennsylvania	(1) 5 Years (Disability Retirement).
Rhode Island	(1) Unlimited coverage -- based on salary.
South Carolina	(1) .2% of annual salary -- Police; .15% of annual salary -- Regular. (2) Group -- 1 year salary; Optional -- based on salary range. (3) Based on salary.
Tennessee	(1) Spouse 85.6 cents; Children 26.9 cents.
Texas	(1) $1.85 for basic $4000 per month. (2) Optional additional life dependent upon age & salary.
Vermont	(1) 2 X Salary with $20,000 minimum.
Virginia	(1) This is part of retirement.
Washington	(1) Varies between $.054 and $1.227 depending on employee age and smoker/non-smoker. (2) Varies from 30-180 day waiting period, depending on employee selection.
West Virginia	(1) Disability retirement available after 10 years of service.
Wisconsin	(1) Varies depending on age.
Puerto Rico	(1) When the State Insurance Fund or the Retirement Agency determines.

• TABLE 29 •
VARIOUS TYPES OF INSURANCE

	Liability Insurance	Workers' Compensation	Unemployment Compensation	AD & D to Employees	Is AD& D tied with life insurance?	Life insurance provided
Alabama	Y	Y	Y	N	NA	Y
Alaska	Y	Y	Y	Y	Y	Y
Arizona	Y	Y	Y	Y	Y	Y
Arkansas	N	Y	Y	Y	Y	Y
California	Y	Y	Y	Y	Y	Y(1)
Colorado	Y	Y	Y	N	NA	Y
Connecticut	N(1)	Y	Y	N	N	Y
Delaware	(1)	Y	Y	Y	Y	Y(2)
Florida	Y	Y	N	Y	Y	Y
Georgia	Y	Y	Y	N	NA	Y
Hawaii	Y	Y	Y	N	NA	Y
Idaho	Y	Y	Y	Y	Y	Y
Illinois	N	Y	Y	Y	N	Y
Indiana	N	Y	Y	Y	Y	Y
Iowa	Y	Y	Y	Y	Y	Y
Kansas	Y	Y	Y	Y	N	Y
Kentucky	N	Y	N	Y	Y	Y
Louisiana	Y	Y	Y	Y	Y	Y
Maine	Y	Y	Y	Y	Y	Y
Maryland	Y	Y	Y	Y	Y	Y
Massachusetts	N	Y	Y	Y	Y	Y
Michigan	N	Y	Y	Y	Y	Y
Minnesota	N	Y	N	Y	Y	Y
Mississippi	N	Y	Y	Y	Y	Y
Missouri	Y	Y	Y	N	N	Y
Montana	Y	Y	Y	Y	Y	Y
Nebraska	Y	Y	Y	N	N	Y
Nevada	Y	Y	Y	Y	N	Y
New Hampshire	Y	Y	Y	Y	Y	Y
New Jersey	Y	Y	Y	N	N	Y
New Mexico	Y	Y	Y	Y	Y	Y
New York	Y	Y	Y	Y	Y	Y
North Carolina	Y	Y	Y	N	NA	Y
North Dakota	N	Y	Y	Y	Y	Y
Ohio	N	Y	Y	Y	Y	Y
Oklahoma	Y	Y	Y	Y	N	Y
Oregon	Y	Y	Y	Y	N	Y
Pennsylvania	Y	Y	Y	Y	Y	Y
Rhode Island	N	Y	Y	Y	Y	Y
South Carolina	Y	Y	Y	Y	N	Y
South Dakota	Y	Y	Y	Y	Y	Y
Tennessee	Y	Y	Y	Y	Y	Y
Texas	Y	Y	Y	Y	Y	Y
Utah	Y	Y	Y	N	NA	Y
Vermont	Y	Y	Y	Y	Y	Y
Virginia	N	Y	Y	Y	Y	Y
Washington	Y	Y	Y	Y	Y	Y
West Virginia	Y	Y	Y	Y	Y	Y
Wisconsin	N	Y	Y	Y	Y	Y
Wyoming	Y	N(1)	Y	Y	Y	Y
Puerto Rico	Y	Y	Y	Y	N	N
Totals	36	50	48	40	34	50

KEY: ***AD & D*** = Accidental Death and Dismemberment
NA = *Not applicable*

Footnotes:

California (1) Managers and supervisors only.
Connecticut (1) Under the Hold Harmless Law an attorney will be provided.
Delaware (1) Sovereign immunity
(2) Available at cost.
Wyoming (1) Office and non-hazardous jobs.

• TABLE 30A •
RETIREMENT SYSTEMS

	Contribution rate as % of salary						
	State	Employee	Mandatory retirement age	Years of service required for full vesting	Minimum age to retire with full benefits	Years of service before qualified for full benefits	Incentives for early retirement
Alabama	7.12	5	NONE	10	NONE	10	N
Alaska	13.36	6.75	NONE	5	55	30	Y
Arizona	3.82	3.82	NONE	5	62	5	N
Arkansas	10	NONE	NONE	10	65	30	N
California	11.804(1)	5(2)	NONE	5	50	(3)	Y
Colorado	11.6(1)	8	NONE	5	55(1)	20	N
Connecticut	10.56	(1)	NONE	10	(2)	25	Y
Delaware	8.6	(1)	NONE	5	(2)	(2)	Y
Florida	16.20	NONE	NONE	10	62	30	N
Georgia	18	1.25	NONE	10	65	30	N
Hawaii	VARIES	(1)	NONE	(2)	(3)	(4)	Y
Idaho	8.7	5.3	NONE	5	(1)	(1)	N
Illinois	3.95	(1)	NONE	8	60	(2)	N
Indiana	VARIES	VARIES	NONE	10	65	10	Y
Iowa	5.75	3.7	NONE	4	55(1)	30	N
Kansas	3.6	4	NONE	10	60(1)	40	N
Kentucky	7.45	5	NONE	5	65	27	Y
Louisiana	7.5	13.8	NONE	10(1)	NONE	10	(2)
Maine	20.04	6.5	NONE	10	60	25	N
Maryland	8.94	0(1)	NONE	5	62(2)	30(2)	N
Massachusetts	0	VARIES	NONE	10	55	20	N(1)
Michigan	6.31	0	NONE	10	55(1)	(2)	N
Minnesota	4.51	4.34	NONE	3	(1)	(1)	Y
Mississippi	9.75	6.5	NONE	NA	55	25	N
Missouri	9.9	NONE	NONE	(1)	55	4	N
Montana	6.417	6.417	NONE	5	60(1)	30	N
Nebraska	(1)	(2)	NONE	5	55	5	N
Nevada	VARIES	VARIES	NONE	5	(1)	5	N
New Hampshire	2.4	5	NONE	10	60	39	N
New Jersey	VARIES	VARIES	NONE	10	55	25	N
New Mexico	13.83	6.18	NONE	5	(1)	25	N
New York	.2	NONE	NONE	10	55	10	Y
North Carolina	9.21	6	NONE	5	(1)	(2)	Y
North Dakota	9.12	0	NONE	5	(1)	(1)	N
Ohio	13.71	8.5	NONE	5	(1)	30	Y
Oklahoma	10	(1)	NONE	8	(2)	(3)	N
Oregon	10.22	6	NONE	5	58	30	N
Pennsylvania	11.36	5-6.5	NONE	10	VARIES	5	Y
Rhode Island	10.4	.0775	NONE	10	60	70	Y
South Carolina	7.55	6	NONE	5	65	30	Y
South Dakota	5	5	NONE	5	60	5	N
Tennessee	6.85	0	NONE	10	60	10	Y
Texas	7.4	6	NONE	10	55	10	N
Utah	11.89	NONE	NONE	4	NONE	30	Y
Vermont	9.56	2.75	NONE	5	(1)	30	N
Virginia	10.12	NONE	NONE	5	55	30	N(1)
Washington	7.1	4.7-6	NONE	5	NONE	30	N
West Virginia	6.5	6.5	NONE	5	55	35	Y
Wisconsin	12.1	.1	NONE	5	(1)	(2)	N
Wyoming	11.25	0	NONE	4	60	4	N
Puerto Rico	9.275	VARIES	(1)	NA	(1)	30	N
Totals							17

Table 30A - Footnotes:

California	(1) Law Enforcement = 17.386%. (2) Law Enforcement = 8%. (3) No specific length of service required for a "full benefit", no limit of number of years that can be applied to the service part of the retirement formula. Early retirement incentives have been offered in the past, but are not currently available.
Connecticut	(1) Some employees 2%, a few 5%, 0% for newer employees (hired since 7/1/84). (2) Age 55 (old plan) and age 65 (new plan).
Delaware	(1) 3% of monthly compensation which exceeds $6,000 per annum, plus an additional 2% of monthly compensation which exceeds 1/12 of the annual social security wage base. (2) 62 years old with 5 years service, 60 years with 15 years service, or thirty years of service.
Hawaii	(1) Contributory plan 7.8%; Non-Contributory play 0%. (2) Contributory plan 5 years; Non-contributory plan 10 years. (3) Contributory plan - 55; Non-contributory plan - 62 (4) Contributory plan - 5; Non-contributory plan - 10.
Idaho	(1) Age plus years of service equals ninety years.
Illinois	(1) 4% for 70,294 coordinated employees; 9% for 8,917 non-coordinated employees. (2) 8 years at age 60.
Iowa	(1) If with 37 years of service.
Kansas	(1) 60 with 35 years of service.
Louisiana	(1) At age 60. (2) Depends upon Legislature
Maryland	(1) 5% of salary above social security wage base (2) 62 with at least 5 years of service. (3) If age 65 or older, or 30 years of service at any age
Massachusetts	(1) Early retirement plan is not yet effective, awaiting legislative action.
Michigan	(1) With 30 years service. (2) Age 60 with 10 years service.
Minnesota	(1) Combination of age and length of service equals ninety years.
Missouri	(1) Age 65 with 4 years; age 60 with 15 years; age 55 with 30 years.
Montana	(1) Age 65 regardless of years of service.
Nebraska	(1) 5.62% of salary up to $24,000, 7.49% of salary over $24,000. (2) 3.6% of salary up to $24,000, 4.8% of salary over $24,000.
Nevada	(1) Varies with length of service.
New Mexico	(1) Any age with 25 years of service.
North Carolina	(1) Any age with 30 years of service. (2) Can also retire with full benefits at age 60 with 25 years of service; and at 65 years of age with 5 years of service.
North Dakota	(1) Combination of age and length of service equals ninety years.
Ohio	(1) 65 years of 30 years of service.
Oklahoma	(1) 2% on first $25,000 (optional); 10% on salary $25,000 to $40,000. (2) Combination of age and length of service equals eighty years. (3) 6 years and 62 years of age.
Vermont	(1) 62 years of age of 30 years of service.
Virginia	(1) Retirement window was a one time opportunity in 1991.
Wisconsin	(1) 65 years of age or 57 years of age with 30 years service. (2) 30 years of service at age 57.
Puerto Rico	(1) Dependent upon selected retirement plan.

• TABLE 30B •
RETIREMENT SYSTEMS

	Normal full benefits requirements				
	AFC: Average Final Compensation Formula	Employees in Social Security	Integrated Plan	Cost of Living Adjustments	Adjustment Determined by*
Alabama	Avg. Final Salary X Yrs. of Serv. X 2.0125%	Y	N	NA	NA
Alaska	Avg. Highest 3 Yr. Salary X 2.5%	N	NA	Y	C,O(1)
Arizona	Highest 3 yrs of last 10 if after 1/1/85	Y	N	Y	O(1)
Arkansas	Average of 5 highest year's pay	Y	Y	Y	C,O(1)
California	Highest 1 yrs. at age 60 X 2%	Y	N	Y	O(1)
Colorado	(1)	N	NA	Y	O(2)
Connecticut	Percentage X Avg. Highest 3 yrs. Salary	Y	Y	Y	O(1)
Delaware	(1)	Y	Y	N	NA
Florida	(1)	Y	N	Y	O(1)
Georgia	Highest 8 quarters	Y	N	Y	O(1)
Hawaii	(1)	Y	Y	Y	A
Idaho	(1)	Y	Y	Y	C(1)
Illinois	(1)	Y	Y	Y	O(2)
Indiana	(1)	Y	N	Y	A
Iowa	(1)	Y	N	Y	A
Kansas	(1)	Y	Y	Y	A
Kentucky	(1)	Y	N	Y	A
Louisiana	2.5 X Years of Service	N	N	NA	NA
Maine	(1)	N	NA	Y	C,O(2)
Maryland	Avg. of 3 Consecutive Highest Yrs. of salary	Y	Y	Y	C(1)
Massachusetts	(1)	N	NA	Y	A
Michigan	(1)	Y	N	Y	A,O(2)
Minnesota	NA	Y	N	Y	A
Mississippi	NA	Y	N	NA	NA
Missouri	(1)	Y	Y	Y	C(2)
Montana	Average of highest consecutive 36 mos.	Y	N	N(1)	O(1)
Nebraska	(1)	Y	N	N	NA
Nevada	(1)	N	N	Y	O(2)
New Hampshire	NA	Y	N	Y	A
New Jersey	Avg. of 3 Highest Salary Years	Y	N	Y	C
New Mexico	2.5% X Highest 3 Yrs. of Salary X Yrs. Serv.	Y	Y	Y	O(1)
New York	(1)	Y	N	N	NA
North Carolina	(1)	Y	Y	Y	O(2)
North Dakota	FAS X Yrs. of service X 1.69%	Y	N	N	NA
Ohio	(1)	N	NA	Y	C
Oklahoma	(1)	Y	N	Y	A(2)
Oregon	Final Avg. Mthly. Salary X 1.67 X Yrs. Serv.	Y	N	Y	O(1)
Pennsylvania	2% X Final Avg. Salary X Years Service	Y	N	Y	A
Rhode Island	(1)	Y	N	Y	O(2)
South Carolina	(1)	Y	N	Y	C
South Dakota	(1)	Y	N	Y	O(2)
Tennessee	(1)	Y	Y	Y	C
Texas	2% X Highest 36 of last 60 mths. salary	Y	N	Y	A
Utah	(1)	Y	N	Y	C
Vermont	AFC X .0167 X years of service	Y	N	Y	C
Virginia	(1)	Y	N	Y	C
Washington	(1)	Y	N	Y	C
West Virginia	Avg. 3 year salary X .02% X Yrs. of Service	Y	N	N	A
Wisconsin	1.6% X Years of Service	Y	N	N	NA
Wyoming	2% X Yrs. of Service X final avg. mthly. Sal.	Y	N	Y	A
Puerto Rico	NA	Y	Y	N	NA
Totals		44	13	40	

KEY: ***A** = Ad hoc basis*
***C** = Changes in consumer price index*
***O** = Other*
***NA** = Not applicable*

Table 30B Footnotes:

Alaska	(1) Fitness of fund
Arizona	(1) The legislature.
Arkansas	(1) The legislature.
California	(1) 2% per year, with purchasing power adjustment to 75% of original allowance, provided sufficient funds are available.
Colorado	(1) HAS = Average highest salary of three years. Benefit limit is 75% of HAS. Formula for calculating AFC is as follows: [years of service (20 or less) X 2.5% X HAS] + [years of service (more than 20) + 1.25% X HAS]. (2) Annual cost of living and ad hoc as needed.
Connecticut	(1) Statutory 3% per year.
Delaware	(1) 1/60 of the total compensation paid to employee during the 5 year period of 12 consecutive months during which compensation was the highest.
Florida	(1) AFC = Average of Highest 5 years salary. % Value = years of service X 1.6%. Formula is AFC X % = Annual Option 1 Benefit. (2) 3% each year.
Georgia	(1) CPI and legislature.
Hawaii	(1) Varies by plan (contributory vs. non-contributory) and retirement option selected.
Idaho	(1) Average monthly salary X .01667 X Months of service / 12. (2) Requires Retirement Board action.
Illinois	(1) The four highest consecutive years within the last 10 years prior to retirement. (2) After age 60, a retiree will receive 3% on January 1st each year.
Indiana	(1) 5 Years highest paid salary + any .3% employer contribution paid + any money owed employee (e.g. severance, vacation pay, etc.) divided by 5.
Iowa	(1) 54% X Average 3 years highest paid salary X [years of service (maximum of 30) / 30]
Kansas	(1) 1.4% X Average 4 highest paid year X years participating service (10 or more years; if less than 10 yrs. multiply by 1.25%). If total service equals 35 years, all participating service is credited at 1.5%.
Kentucky	(1) Years of Service X 1.97% X Final Compensation (5 year average).
Maine	(1) Members of the State Retirement System may retire upon completion of 25 years of service or at age 60. The retirement formula is 2% of average final compensation (average of 3 highest years) times the number of years of service. For employees who retire under age 60, this amount is actuarilly reduced by about 2% for each year under age 60. (2) Adjustment is limited to 4% increase or decrease if the CPI changes by more than 4%.
Maryland	(1) Capped at 3% of first year's pension.
Massachusetts	(1) Percentage is based on age: 55 = 1.5% to 65 = 2.5%. Formula is Percentage X Average salary (of three highest years) X Year of Service.
Michigan	(1) 1.5% X FAC (highest three consecutive years) X years of service. (2) 3% or $300 (whichever is less).
Missouri	(1) Highest 36 consecutive months of salary X length of service X 1.5%. (2) Not less than 4% or more than 5%.
Montana	(1) Post retirement adjustments based on investment earnings above actuarially required yields.
Nebraska	(1) Nebraska has a defined contribution plan – not a defined benefit plan.
Nevada	(1) 2.5% X Years of service X average compensation (highest 36 consecutive months). (2) Statute.
New Mexico	(1) Legislation.
New York	(1) Under 20 years of service: Years of Service / 60 X Final Average Salary. 20 years of service or more: Years of service / 50 X Final Average Salary.
North Carolina	(1) 1.64% of average final compensation X years of creditable service. Average final compensation is an average ot the employee's 4 highest paid years in a row. (2) As approved by state legislature.
Ohio	(1) Final average salary X 2.1% X Service Credit for years less then 30 + FAS X 2.5% X Years of service / 30.
Oklahoma	(1) 2% X average of last 3 years salary X years of credited service. (2) Determined by legislature using DPI and funds available.
Oregon	(1) Determined by Statute.
Rhode Island	(1) Each year up to 10 yrs. 1.7%; next ten years 1.9%; all years between 20-34 3%; 35 years 2%. (2) Determined by legislature, 3% per year after 3rd January.
South Carolina	(1) Years of service (highest 12 quarters of working career) X 1.82%. Police Office retirement same as regular except 2.14% is used as multiplier.
South Dakota	(1) 1.25% X Final average salary X years or credited service. (2) Statute.
Tennessee	(1) (1.5% X AFC up to Social Security Intergration level + 1.75% of excess) X Years of service.
Utah	(1) 3 highest years of salary divided by 36 = Final Average monthly salary. Final Average monthly salary X years of service X .02 equals AFC benefits.
Virginia	(1) 35 years of service or less, 1.5% of the 1st $13,200 of AFC + 1.65% of AFC in excess of $13,200 X number of years creditable service. More than 35 years, 1.65% of AFC X number of years of creditable service.
Washington	(1) 2% X years of service credit X AFC. AFC determined as follows: Plan I = average of 24 consecutive highest paid creditable months; Plan II = 60 months.

Chapter 8
Turnover and Downsizing

This chapter has been added since the 1987 edition of the book. With recent budget shortfalls and the continued pressure on state personnel departments to cut staff, NASPE felt the information collected in this chapter would be especially timely and useful.

Table 31
Annual Percent Employee Turnover

Table 32
Policies During Downsizing

Table 33
Policies During Downsizing

Table 31 provides the annual percent employee turnover in each state. It ranges from six percent in Connecticut to 16.50 percent in South Dakota. The annual percent turnover was calculated by the following formula:

$$\frac{\text{Annual Number of Terminations}}{\text{Annual Average Number of Employees}} \times 100$$

Tables 32 and 33 provide information on the types of policies implemented to help states reach their downsizing goals. Twenty states report that they offer early retirement incentives during downsizing. Forty-two indicate that they have a formal Reduction-in-Force (RIF) policy. Forty-five states mandate hiring freezes. Twenty-one states indicate they have a mandatory unpaid leave policy and 31 states contract out selected functions and services when downsizing. Twenty-two states have initiated voluntary hours reductions and 10 states offer deferred payment for time worked. Pay increase freezes have been mandated in 34 states and 10 states promote concession bargaining. Among the innovative programs offered, 36 states offer job sharing and 19 have productivity reward systems. Nineteen states offer outplacement services to help laid off employees find new positions. Sixteen states employ telecommuters, which means that employees work from their homes and communicate with the office through computer modems and telephone lines. Retraining and counseling services are offered for employees in 28 states. ▶

• TABLE 31 •
ANNUAL PERCENT EMPLOYEE TURNOVER

	Annual Percent Turnover
Alabama	NA
Alaska	NA
Arizona	11
Arkansas	NA
California	NA
Colorado	9.61
Connecticut	6
Delaware	NA
Florida	NA
Georgia	12
Hawaii	12
Idaho	NA
Illinois	7.76
Indiana	NA
Iowa	4.63 (Quarter)
Kansas	15.1
Kentucky	10
Louisiana	NA
Maine	12
Maryland	12
Massachusetts	16.45
Michigan	5.18 (excluding expired appointments), 8.67 (including expired appointments)
Minnesota	NA
Mississippi	NA
Missouri	10.95
Montana	14 (Leaving state service)
Nebraska	10.7
Nevada	10.1
New Hampshire	NA
New Jersey	NA
New Mexico	14.7
New York	NA
North Carolina	9.89
North Dakota	NA
Ohio	9.56
Oklahoma	10
Oregon	11
Pennsylvania	6.5
Rhode Island	NA
South Carolina	13.18
South Dakota	16.50
Tennessee	12.5
Texas	13.89
Utah	NA
Vermont	NA
Virginia	10.04
Washington	14
West Virginia	15
Wisconsin	NA
Wyoming	15
Puerto Rico	NA

Key: ***NA = Not Available***

Formula: $\frac{\text{Annual Number of Terminations}}{\text{Annual Average Number of Employees}} \times 100$

• TABLE 32 •
POLICIES DURING DOWNSIZING

	Offer Early Retirement Incentives	RIF Policy	Offer Job Sharing	Productivity Reward System	Mandatory Unpaid Leave Policy	Contract Out Any Functions/Services	Offer Out-Placement	Employ Telecommuters
Alabama	N	Y	Y	N	Y	N	N	N
Alaska	Y	Y	Y	N	N	Y(1)	N	N
Arizona	N	Y	N	N	N	Y(1)	N	Y
Arkansas	N	N	Y	N	N	N	N	Y
California	Y	Y	Y	N	N	N	N	Y
Colorado	N	Y	Y	Y	Y	Y	Y	N
Connecticut	Y	Y	Y	Y(1)	Y	N	Y	N
Delaware	Y	Y	Y	Y(1)	N	Y(2)	N	N
Florida	N	Y	Y	Y(1)	N	Y(2)	N	Y
Georgia	N	Y	N	N	N	N	N	N
Hawaii	N	Y	Y	N	N	-	N	Y(1)
Idaho	N	Y	Y	N	N	Y(1)	Y	Y
Illinois	N	Y	Y	Y(1)	Y	Y(2)	N	N
Indiana	N	Y	Y	N	N	Y	N	N
Iowa	N	Y	Y	Y	N	N	Y	N
Kansas	Y	N	Y	Y(1)	N	Y(2)	N	N
Kentucky	Y	Y	N	Y(1)	Y	Y(2)	N	N
Louisiana	Y	N	N	N	N	N	N	N
Maine	N	Y	Y	N	N	Y(1)	N	N
Maryland	N	Y	Y	N	Y	Y(1)	Y	Y
Massachusetts	N(1)	Y	Y	Y(2)	N	Y(3)	Y	N
Michigan	Y	Y	Y	N	Y	Y	Y	N
Minnesota	Y	Y	Y	N	N	Y(1)	N	Y
Mississippi	N	Y	N	Y(1)	Y	Y(2)	N	N
Missouri	N	Y	Y	N	N	N	N	N
Montana	N	Y	Y	N	Y	N	Y	Y
Nebraska	N	N	N	N	N	N	N	N
Nevada	N	Y	Y	N	Y	Y	N	N
New Hampshire	N	N	N	N	N	Y(1)	N	N
New Jersey	N	Y	N	N	Y	Y(1)	Y	N
New Mexico	N	Y	Y	N	N	Y(1)	N	Y(2)
New York	Y	Y	Y	Y	Y	N	Y	Y
North Carolina	Y	Y	Y	Y(1)	N	Y	Y	N
North Dakota	N	Y	Y	N	N	N	N	N
Ohio	Y	Y	N	N	N	Y	N	N
Oklahoma	N	Y	N	Y(1)	Y	Y	Y	N
Oregon	N	Y	Y	Y(1)	N	N	N	N
Pennsylvania	Y	Y	Y	N	Y	Y(1)	Y	N
Rhode Island	Y	N	Y	N	Y	Y	N	Y
South Carolina	Y	Y	N	Y(1)	N	Y(2)	Y	N
South Dakota	N	Y	Y	N	N	N	N	N
Tennessee	Y	Y	Y	N	N	Y	N	N
Texas	Y	N	Y	Y	N	Y(1)	Y	Y
Utah	Y	Y	Y	Y(1)	Y	Y(2)	N	Y
Vermont	N	Y	Y	N	Y	Y	Y	N
Virginia	N(1)	N	N	N	Y	N	Y	N
Washington	N	Y	Y	Y(1)	N	N	N	Y
West Virginia	Y	Y	N	Y(1)	Y	N	Y	N
Wisconsin	N	N	N	N	Y	Y	N	Y
Wyoming	Y	Y	Y	N	N	N	N	N
Puerto Rico	N	Y	N	N	Y	N	Y	N
Total	20	42	36	19	21	31	19	16

Table 32 - Footnotes:

Alaska	(1) Health Insurance Administrative Services; Food Services; Legal Services; Computer Programming Services.
Arizona	(1) Varies by agency - examples include Temporary Manpower Services, Food Services, computer programing, etc.
Connecticut	(1) For managers the Management Incentive Programs is a management by objective program with differential payout.
Delware	(1) Cash award of $2000 to three recepients of Delaware Award for Excellence and Committment in State Service. (2) Medical services.
Florida	(1) Developmental Stages -- includes merit increases and bonuses. (2) When it can be provided in a more efficient or cost effective manner.
Hawaii	(1) Pilot project.
Idaho	(1) Custodial services.
Illinois	(1) Merit compensation pay plan provides for one annual increase per year based upon performance. Up to two additional intermittent merit increases of up to 5% may additionally be granted. (2) Insurance claims processing.
Kansas	(1) Employee suggestion program. (2) Drug screening, testing, classification studies, employee assistance program.
Kentucky	(1) Employee Suggestion System Program: Employee receives 10% of cabinet/agency savings based on their suggestion -- amount not to exceed $2,500. (2) Auditing, highway repairs, some professional services.
Maine	(1) Individual departments may contract for any services provided the agreement for these services does not result in an employee/employer relationship.
Maryland	(1) Medical monitoring for asbestos, employee assistance program, drug testing, health insurance, instructors for employee training.
Massachusetts	(1) Early retirement plan is not yet effective. Awaitng legislative action. (2) A performance recognition program to highlight accomplishments, innovations, high productivity and dedication; an annual awards dinner is held. (3) Administration of some local human services facilities; deferred compensation program; portion of training and development programs; portion of state lottery administration, etc.
Minnesota	(1) Programming, systems analysis, etc.
Mississippi	(1) A pay increase based on a percentage of the employee's base salary when appropriated by the Legislature. (2) Temporary replacements.
New Hampshire	(1) Certain management contracts.
New Jersey	(1) Examples include data processing systems development and outplacement counselling. Activities are contracted as needed.
New Mexico	(1) Minimum security prison, as an example. (2) Isolated cases.
North Carolina	(1) Employee suggestions may receive awards.
Oklahoma	(1) Either unit or individual awards for increase in productivity.
Oregon	(1) Employee suggestion awards and productivity fund from which agencies can borrow or receive grants to improve productivity.
Pennsylvania	(1) State Employee Assistance Program; AIDS Training.
South Carolina	(1) Suggestions Award Program. (2) Deferred Compensation, UC Program, Dental and Health Insurance Administration.
Texas	(1) Certain prisons have been contracted out.
Utah	(1) Incentive awards for employees performing above and beyond the call of duty. (2) Printing and auditing.
Virginia	(1) Retirement incentives have been offered in the past.
Washington	(1) Called "Brainstorm" -- awards up to 10% of savings to a maximum of $10,000.
West Virginia	(1) Suggestions program with awards up to $10,000.

• TABLE 33 •
POLICIES DURING DOWNSIZING

	Offer Retraining & Counseling Services	Mandate Hiring Freeze	Initiate Voluntary Hours Reduction	Deferred Payment for Time Worked	Mandate Pay Increase Freeze	Promote Concession Bargaining
Alabama	N	Y	Y	N	Y	N
Alaska	N	N	Y	N	N	Y
Arizona	N	Y	N	N	Y	N
Arkansas	Y	Y	N	N	Y	N
California	Y	Y	Y	N	Y	Y
Colorado	Y	Y	Y	N	Y	N
Connecticut	N	Y	N	N	Y	Y
Delaware	N	Y	Y	N	N	N
Florida	Y	Y	N	N	Y	N
Georgia	Y	Y	N	N	Y	N
Hawaii	N	Y	N	Y	N	-
Idaho	Y	N	N	N	N	N
Illinois	N	Y	N	N	Y	Y
Indiana	N	Y	N	N	Y	N
Iowa	N	Y	N	N	Y	Y
Kansas	N	Y	N	N	Y	N
Kentucky	N	Y	N	Y	N	N
Louisiana	N	Y	Y	N	(1)	N
Maine	Y	Y	Y	N	Y	N
Maryland	Y	Y	N	N	Y	N
Massachusetts	Y	Y	Y	Y	Y	Y
Michigan	Y	Y	Y	Y	Y	Y
Minnesota	Y	Y	Y	N	N	N
Mississippi	Y	Y	Y	N	Y	N
Missouri	Y	Y	Y	Y	Y	N
Montana	Y(1)	N(2)	N(2)	N	N(2)	N(2)
Nebraska	N	N	N	N	N	N
Nevada	N	Y	Y	N	N	N
New Hampshire	Y	N	N	N	N	N
New Jersey	Y	Y	N	N	Y	Y
New Mexico	Y	Y	N	N	Y	N
New York	Y	Y	Y	Y	Y	N
North Carolina	Y	Y	N	N	Y	N
North Dakota	N	Y	N	N	Y	N
Ohio	N	Y	N	N	N	N
Oklahoma	Y	Y	Y	N	Y	N
Oregon	N	N	N	N	N	N
Pennsylvania	Y	Y	Y	N	N	Y
Rhode Island	N	Y	Y	Y	Y	N
South Carolina	Y	Y	N	N	Y	N
South Dakota	Y	Y	Y	N	Y	N
Tennessee	N	Y	N	N	Y	N
Texas	Y	Y	Y(1)	N	Y	N
Utah	N	Y	Y	Y	Y	N
Vermont	Y	Y	Y	N	N	Y
Virginia	Y	Y	N	N	Y	N
Washington	N	Y	Y	N	N	N
West Virginia	Y	Y	N	Y	Y	N
Wisconsin	N	Y	N	Y	N	N
Wyoming	N	Y	N	N	Y	N
Puerto Rico	Y	Y	N	N	Y	N
Totals	28	45	22	10	39	10

Footnotes:

Louisiana (1) Occasionally state mandates pay increase freezes.

Montana (1) Agencies have provided this service if possible.
(2) All of these have been attempted at one time or another over the past decade.

Texas (1) Initiated in the past (legislation is on the books).

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